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PROFESSIONAL SERVICES AGREEMENT FOR
LICENSING & IMPLEMENTATION
of a
CUSTOMER INFORMATION SYSTEM

RFP # TS 09-049

THIS PROFESSIONAL SERVICES AGREEMENT (“CONTRACT”) is made by and between EP²M, LLC, having its principle place of business at 2 Farmstead Court, Flanders, NJ 07836 and duly authorized to conduct business in the State of California, hereinafter “CONTRACTOR,” and City of Long Beach California, a charter city of the State of California, having its principle place of business at 333 W. Ocean Blvd., 12th Floor, Long Beach, CA 90802, hereinafter “CITY,” effective upon execution by both parties (the “Effective Date”).

RECITALS

WHEREAS, CITY issued the Request for Proposals ("RFP") No. TS 09-049 in September 2009 hereby incorporated by reference, **Exhibit 1**, as if fully attached hereto and, on October 16, 2009, CONTRACTOR submitted a response hereby incorporated by reference, **Exhibit 2**, as if fully attached hereto;

WHEREAS, on the week of March 14, 2011, CITY hosted a Fact Finding Week for the CONTRACTOR and the CONTRACTOR submitted the corresponding “Best and Final Offer” (BAFO) during the week of March 28, 2011 hereby incorporated by reference, **Exhibit 3**, as if fully attached hereto;

WHEREAS, CITY is seeking to modernize CITY’s existing Utility Billing Systems, processes, procedures, and requirements to provide a long-term automated solution;

WHEREAS, CONTRACTOR is in the business of providing and implementing computer software systems, including customer information and billing systems for gas, water, wastewater, and solid waste utilities, and has first-hand experience in the successful installation and integration of such systems;

WHEREAS, CONTRACTOR has demonstrated that it can provide the needed system and extensions, interfaces, as well as the staff and experience to successfully install, implement, and run the CIS Solution in CITY’s production environment within an estimated implementation period;

WHEREAS, to the extent identified herein, and in conjunction with products and services to be provided by CITY, the CITY is hiring CONTRACTOR based on CONTRACTOR’s experience, expertise, skill, and judgment to provide the services including development of custom software defined herein for installation,

implementation, and transition to a production environment of the CIS Solution;

WHEREAS, CONTRACTOR and CITY have engaged in a five day product demonstration, and a five day fact finding exercise to further communicate and understand CITY's requirements and the viability of CONTRACTOR's proposal;

WHEREAS, CONTRACTOR desires to provide services identified in this document and the Statement of Work, hereby incorporated by reference, **Exhibit 4**, as if fully attached hereto, required for a successful implementation of the CIS Solution at the fixed price of \$6,546,737.00;

WHEREAS, both Parties agree that the Project Change Management process defined in Article III is the only means of changing substantive elements of the project; and

WHEREAS, CONTRACTOR, based on information received from the CITY and its Third Party software product vendors, proposed the timeframe for its services as described herein.

WITNESSETH:

NOW, THEREFORE, CITY and CONTRACTOR acknowledge and agree that each of the foregoing recitals are true and correct and based upon the covenants herein contained, the parties hereto agree as follows:

ARTICLE I. DEFINITIONS.

"Baseline Extensions" are defined as those RFP requirements to which CONTRACTOR, based on information from Third Party vendors, responded with a "B" in the RFP Response indicating that this requirement will be available for use prior to functional testing at CITY and will be incorporated at no additional charge as part of the CIS Solution.

- A. "Baseline Product" shall mean the licensed software, documentation and other materials CITY obtains from Third Parties.
- B. "CONTRACTOR Deliverable Software" shall mean custom software developed by CONTRACTOR as part of its services under this Agreement for Baseline Extensions, Interfaces, reports generation, data conversion, and certain development tools.
- C. "Baseline Software" shall mean the most current regular release of the Third Party software generally available as of the execution date of this Contract.

- D. "EP²M IP" shall mean Intellectual Property (IP) made, invented, or developed by CONTRACTOR prior to the execution date of this Contract or during the negotiation of this Contract by the parties in connection with the CIS Solution and contained in, comprising, or otherwise necessary to display and/or implement the deliverables.
- E. "CIS Solution" shall mean the enterprise-wide system described in this Agreement as configured and extended for CITY. The CIS Solution shall include and be limited to Licensed Software plus the professional services and deliverables as defined in the Contractor's RFP Response (Exhibit 2), the Contractor's BAFO (**Exhibit 3**) and the Statement of Work (**Exhibit 4**);
- F. "Component" shall mean any portion of the CIS Solution.
- G. "CITY Business Day" shall mean Monday through Friday, excluding all CITY holidays.
- H. "Functional Requirement(s)" shall mean the required capabilities of the CIS Solution, and the required operational, technical and performance characteristics of the CIS Solution, all solely as described in the latest highest precedence document mutually agreed by the parties pursuant to this Contract.
- I. "Go-Live Date" shall mean the date on which the CIS Solution is put into use as the primary customer information and billing system for the CITY.
- J. "Incident" shall mean a document that records anomalous results encountered during the use or operation of the CIS Solution.
- K. "Interface" is the combination of hardware and software components that allow the exchange of data between two or more independent systems or databases.
- L. Intellectual Property "IP" shall mean all inventions, business methods (whether or not prosecutable under patent laws), works of authorship, information fixed in any tangible medium of expression (whether or not protectable under copyright laws), moral rights, mask works, trademarks, trade names, trade dress, trade secrets, publicity rights, know how, ideas (whether or not protectable under trade secret laws) and all other subject matter protectable under patent, copyright, moral right, mask work, trademark, trade secret, or other laws, including without limitation all new or useful art, combinations, discoveries, formulae, manufacturing techniques, technical developments, artwork, software, programming, applets, scripts, designs.
- M. "Licensed Software" shall mean all software licensed to CITY by Third Parties to operate and maintain the CIS Solution, plus CONTRACTOR Deliverable Software, plus any additional software applications as mutually agreed to by the parties.

- N. "Live" shall mean the implementation and changeover to the CIS Solution or any significant Component operational in a Production Environment used as the primary Utility Customer Information and Billing System for the CITY.
- O. "CITY's existing Utility Billing Systems" shall mean collectively the Utility Billing System ("UB") and the Advantex Workforce Management System.
- P. "Production Environment" shall mean the CIS Solution or any significant Component thereof, that is operational and used by CITY in the normal course of conducting business.
- Q. "Test Environment" is the environment used for in-house production testing of features, functions, configuration, modifications, interfaces, updates, upgrades, patches, and reported errors.
- R. "Test Incident" shall mean a document that records anomalous results encountered during the course of execution of a test.
- S. "Third Party" shall mean Oracle and MicroFocus.
- T. "Third Party Application" shall mean CC&B, MWM and Oracle Database Software products from Oracle and software compiler, runtime library product from MicroFocus.
- U. "Additional Application" shall mean any other third party software application, in addition to the Third Party Applications, that the parties mutually agree to add to the Functional Requirements.
- V. "Unit Test" shall mean an evaluation of the performance of an individual program or component against the specification of the item being tested.
- W. "Project Schedule" as depicted in Microsoft Project shall mean the detailed list of tasks to be accomplished to complete a project, when they will start and finish, the schedule, and dependencies between and among tasks, as those things may be revised from time to time as agreed upon.
- X. Additional terms are defined in Attachment F, the Glossary of Terms
- Y. "System Integrator" shall mean an entity that helps integrate components of a system so the system functions effectively.

ARTICLE II. SERVICES AND DELIVERABLES

- A. **General.** CONTRACTOR, acting as a System Integrator, shall, as specifically described in one or more Statements of Work (SOW), develop, install, integrate, and

implement into live production and assist the CITY in developing, installing integrating and implementing the CIS Solution, that satisfies the Functional Requirements. Where multiple methods or techniques to fulfill a particular requirement were indicated, the CITY and CONTRACTOR shall jointly determine the one method or technique to be used. In the event of a disagreement, the method or technique to be used shall be determined solely by CONTRACTOR as that which requires the least extension or modification while meeting the functional requirement. The method or technique determined by CONTRACTOR need not necessarily meet CITY's current or planned operations, so long as the functional requirement is in fact met.

- B. Third Party Agreements and Additional Applications.** CITY has entered into direct agreements with Third Parties (the Third Party Agreements) for them to provide components of the CIS Solution, which CITY shall provide to CONTRACTOR per the Project Plan. CITY may with prior written agreement of CONTRACTOR, also enter into direct agreements with vendors for Additional Applications, which CITY shall provide to CONTRACTOR per the Project Plan. CONTRACTOR bears no responsibility for defects in the Third Party Applications or in any Additional Applications, or for any services provided by the Third Parties or vendors of the Additional Applications. City represents and warrants that the Third Party Agreements and the license agreements for any Additional Applications shall provide sufficient rights for CITY and CONTRACTOR to perform in accordance with this Contract and the Functional Requirements, and CITY shall bear total responsibility for obtaining, at CITY's expense, any additional licenses or rights that may be necessary from such Third Parties or Additional Application vendors. Contractor bears no responsibility for such matters, financial or otherwise.
- C.** CONTRACTOR and CITY shall perform the tasks, deliver the items and meet the milestones described in the Statement of Work (**Exhibit 4**) including the Project Schedule on or before the deadlines set forth in the agreed upon Project Schedule. CONTRACTOR and CITY each agree to make commercially reasonable efforts to avoid slippage in the Project Schedule caused by them or any of their vendors, subcontractors or consultants by assigning the necessary resources to the project.
- D. Extensions and Integration of the CIS Solution.** In order to enable the CIS Solution to meet CITY's specific Functional Requirements as stated in **Exhibit 2** and interface with the required CITY Systems, CONTRACTOR shall provide the services to specify, design, program, test, and implement extensions, reports and interfaces to the CIS Solution as set forth in the Functional Requirements, Extensions and Interfaces. Wherever CONTRACTOR has responsibility for an interface, that responsibility is limited solely to software on the Baseline Product side of the interface demarcation line. For any new coding, CONTRACTOR shall utilize coding standards consistent with those used for the Baseline Software. CONTRACTOR believes based upon information received from the City and Third Parties, and to the best of its knowledge at the time of execution of this Contract, that the specified Extensions, Reports and Interfaces are not inordinate development efforts and can be developed, designed, coded, tested, and implemented within the agreed upon dates set

forth in the Project Schedule. Should the requirements, scope, schedule or other circumstances of the project change, CITY and CONTRACTOR agree to add and/or adjust milestones and payment terms through Project Change Request Process.

- E. **Documentation of CIS Solution.** CONTRACTOR shall provide all documentation developed by CONTRACTOR according to the Statement of Work and signed off by CITY to enable CITY to establish, utilize, and maintain the CIS Solution. CONTRACTOR agrees that CITY may reproduce this material solely for its internal use on an unlimited basis. All documentation shall be made available in the standard form offered by the Third Party vendors. CONTRACTOR shall provide at a minimum the following documentation; software extensions, software configuration; report specifications; conversion mapping; training materials and Interface specifications.

ARTICLE III. PROJECT CHANGE MANAGEMENT

Project Change Request Process. CITY and CONTRACTOR shall each have the right to request from the other, or to itself produce in writing, a change to the CIS Solution or a change to the schedule, fees, payment schedule and other aspects of this project. A change to the CIS Solution must be done in accordance with the following procedure:

A. Change Request (CR) Initiated by CITY or CONTRACTOR

City or CONTRACTOR may initiate the CR process if in its sole opinion the scope of its work has been increased beyond that which has been agreed to in this Agreement, or its work is delayed or disrupted by CITY or CONTRACTOR, its Third Party vendors or any other cause or circumstance beyond CONTRACTOR's control.

1. **Initial Request by City or CONTRACTOR.** City or CONTRACTOR Project Manager shall complete the request for a change in the Scope of Work for CONTRACTOR as shown by the **Project Change Request Form (Attachment CRF)**. Project Manager shall assign a number and CRF shall contain the reason for the change being requested, any constraints or assumptions CONTRACTOR desires relative to the change, an initial estimate of the cost, potential impact on schedule and risk for the project and whether Change Request Analysis (CRA) is required along with estimated effort to perform the CRA.
2. **CRA Approval or Disapproval of CRF by CITY Authorized Signatory.** Within 10 City Business Days, CITY Project Manager shall notify CONTRACTOR Project Manager of the CITY's decision by approval or disapproval of the CRA via CRF. Approval of CRA shall signify CITY's agreement and acknowledgment of the cost and other elements in CRA. Disapproval of CFR shall relieve CONTRACTOR of any further responsibility relative to the subject matter of the requested change, and CONTRACTOR may, in its sole opinion, deem that the disapproval has resulted in a dispute, which is to be addressed in accordance with Article X. N., Disputes.

3. **Report of Approved CRA.** Upon completion of an approved change request analysis, CONTRACTOR shall update CRF to describe the change, the rationale for the change, the cost charged for the change, any delay in the schedule as a result of the change, the known risk associated with the change if any, the effect the change will have on the project to the extent known, and any other relevant factors.
 4. **Approval of CRF by CITY Authorized Signatory.** In the event Project changes resulting from CRA are acceptable to CITY's Project Manager, CITY's Project Manager will obtain the final approval of the CRF as submitted with the required CITY approval signatures, and deliver the executed CFR to CONTRACTOR. Disapproval of CFR shall relieve CONTRACTOR of any further responsibility relative to the subject matter of the requested change, and CONTRACTOR may, in its sole opinion, deem that the disapproval has resulted in a dispute, which is to be addressed in accordance with Article X. N., Disputes.
 5. **Contract Amendment.** All Project Change Response Forms that are duly executed by the authorized representatives of CITY and of CONTRACTOR are hereby incorporated by reference into this Contract and shall be subject to the provisions of this Contract to the same extent and with the same effect as if originally set forth herein.
- B. CONTRACTOR Responsibility.** CONTRACTOR may utilize subcontractors to perform services and provide goods to CITY, with CITY's prior written consent, which consent shall not unreasonable be withheld, but CONTRACTOR remains wholly responsible to CITY for all obligations under this Contract, including the timely and proper delivery of goods and services, warranties, licenses, default, and all other responsibilities.

ARTICLE IV. STAFFING, IMPLEMENTATION, AND CIS SOLUTION ACCEPTANCE

- A. CONTRACTOR'S Staffing and Qualifications.** The consulting and professional personnel provided by CONTRACTOR shall have appropriate technical and application skills, industry experience, and system knowledge to enable them to perform their duties hereunder. CONTRACTOR shall provide the named project manager and lead architect. or individuals with comparable experience, knowledge and capabilities. Each member of CONTRACTOR's project team who will be working on CITY premises is required to undergo a background check to be completed by and at the expense of CITY if required. Once approved by CITY, the individual members of CONTRACTOR's project team who will be working on CITY premises shall be available to perform their duties that the relevant responsibilities of the individuals are required given the nature of services contemplated to be performed by the individuals as determined solely by CONTRACTOR.

1. **Designation of Project Manager.** CONTRACTOR shall designate a Project Manager and a qualified backup Project Manager that are acceptable to CITY. Acceptance shall be within ten (10) Business Days, beyond which acceptance shall be deemed to have been given. Acceptance shall not unreasonably be withheld. CONTRACTOR Project Manager shall be responsible for all CONTRACTOR deliverables. CONTRACTOR Project Manager must have detailed knowledge of CIS Solution. CONTRACTOR Project Manager should be experienced in, and fully understand the tasks associated with all aspects of this project and project management.

(a) CONTRACTOR Project Manager shall be fully responsible for all onsite and offsite activities consistent with CONTRACTOR's obligations under this Contract.

(b) CONTRACTOR shall not replace the approved Project Manager without written approval of CITY, which approval shall not be unreasonably withheld. If approval or disapproval is not received within ten (10) Business Days, approval is deemed to have been given. In cases of the approved Project Manager's prolonged illness or other extended leave of absence, or resignation or termination from CONTRACTOR's employment, CONTRACTOR shall provide an interim Project Manager whose continued work on the project shall be subject to approval by CITY.

2. CONTRACTOR and CITY shall each provide sufficient staffing to enable the CIS Solution to be installed in accordance with the Project Schedule.

3. CITY shall have the right to require CONTRACTOR to replace any personnel working on CITY's site, including CONTRACTOR Project Manager, whom CITY deems, in its reasonable discretion, to be unfit or otherwise unsatisfactory. CITY shall provide CONTRACTOR with written notice of its desire to replace such personnel, including the reason(s) for the replacement. Within ten (10) CITY Business Days of receipt of CITY's written request, CONTRACTOR shall deliver by overnight courier, or by email or facsimile followed by U.S. Mail, the resume(s) of the proposed candidate replacement(s) and CITY shall have the right to conduct background checks if required. Within a reasonable amount of time of receipt of CITY's written acceptance, one of the proposed candidate replacements shall commence working on CITY's project. CITY shall not be responsible or liable for educating or training CONTRACTOR's staff so that CONTRACTOR can deliver the required deliverables and services. Furthermore, CONTRACTOR agrees not to utilize any member of CONTRACTOR's project team for other projects if in Contractor's sole opinion such utilization would disrupt, delay, or jeopardize the tasks, activities, or schedule set forth in the Project Schedule.

B. Implementation of the CIS Solution. CONTRACTOR shall use its proprietary methodology to implement the CIS Solution. CONTRACTOR'S methodology encompasses five phases: Start-up and Discovery, Analysis, Development, Testing

and Acceptance, Go-Live, and Post Go-Live Support. The CONTRACTOR shall generally follow the sequence, outline, and schedule of deliverables set forth in the attached Statement of Work and Project Schedule. Said SOW and Project Schedule need not fully comport with the methodology content, task sequencing, or other guidelines, and CONTRACTOR is free to make changes in the methods of performing and the scheduling of its work so long as such changes do not adversely impact CITY.

CONTRACTOR may in its sole discretion commence work on a new dependent service or deliverable regardless of whether any prior, predecessor service or deliverable on which it is dependent has been completed or has been accepted by CITY.

If CONTRACTOR should do so, and a predecessor service or deliverable fails to be accepted, CONTRACTOR shall correct any resulting defects in the dependent service or deliverable at the sole expense of CONTRACTOR.

If CITY rejects a resubmitted deliverable for a failure that the CONTRACTOR and CITY mutually agree was present and reasonably discoverable in a previously submitted version of the deliverable, but was not cited by CITY in a proceeding statement of defects, and if that should cause CONTRACTOR to redo work which has been done, CONTRACTOR shall be entitled to equitable adjustment pursuant to the Change Request article of this Agreement.

- C. **Document Response Time.** Unless otherwise specified herein, not later than ten (10) CITY Business Days from receipt, both CITY and CONTRACTOR shall respond to all documents, including designs, specifications, requests for information, requests for clarification, questions, amendments to documents, updates to documents, and other such correspondence. All responses shall be memorialized in writing by email, facsimile, or U.S. Mail. By mutual agreement of both parties, this ten (10) CITY Business Day period may be extended in writing for specific items.
- D. **Sign off.** Throughout this project, CITY shall maintain the right and obligation to review and signoff on identified project deliverables within ten (10) Business Days, unless another number of days is specified in the document or an SOW. By signing off on a deliverable, CITY is acknowledging receipt of the deliverable and acceptance of it or its contents. CITY's receipt of each deliverable in no way constitutes Final CIS Solution Acceptance and shall not be deemed a waiver of any of the CITY's rights under this Contract. Should CITY sign off on a deliverable, and subsequently qualify or nullify its having signed off, and should that cause delay or disruption in CONTRACTOR's work, CONTRACTOR pursuant to the Project Change Management process may be entitled to an equitable adjustment in the terms and conditions of this contract, including but not limited to fees and schedule.
- E. **Notice of Go-Live Readiness and Go-Live.** After the successful completion of Testing and Acceptance Phase Activities and Deliverables as defined in the SOW, CONTRACTOR shall issue to CITY a Notice of Go-Live Readiness indicating that

the CIS Solution is functional and meets or exceeds the functional and performance standards set forth in this Contract or as otherwise agreed upon and documented by the CITY and CONTRACTOR during the project. Within ten (10) CITY Business Days of the Go-Live date in the then current Project Schedule, CITY will put the system into production.

- F. **Final CIS Solution Acceptance.** After the greater of the following: (i) the successful completion of 180 calendar days of production use or (ii) the successful resolution of all Severity 1, and 2 Incidents assigned to CONTRACTOR and caused by CONTRACTOR Deliverable Software or services reported during the first one hundred eighty, CITY shall issue to CONTRACTOR a Notice of Final System Acceptance communicating the CIS Solution's acceptability.

ARTICLE V. PAYMENTS TO CONTRACTOR

- A. Payments are tied to the deliverables described in detail in the SOW. Upon the successful completion of CONTRACTOR tasks and/or deliverables as identified in an SOW CONTRACTOR shall be entitled to the associated payment as itemized in the SOW **Payment** section, subject to the terms and conditions set forth in this Contract. Payment by CITY shall not be deemed a waiver of any rights under this Contract.
- B. All costs, license fees for CONTRACTOR Deliverable Software, labor, professional services fees and expenses identified in an SOW will be provided on the fixed-price of this Contract and CONTRACTOR agrees to deliver the CIS Solution through the Notice of Final System Acceptance within the fixed price of the Contract, unless otherwise mutually agreed by the parties in accordance with the Project Change Management provision in this Contract.

Invoices for all goods and services pursuant to this Contract shall be submitted by CONTRACTOR electronically for its services and deliverables. All CONTRACTOR's expenses related to the services are included in the fees, and any additional expenses shall not be reimbursed by CITY unless agreed to by CITY in writing. CITY will initially review the invoices and determine that the invoices are in the proper form; CITY shall forward a copy of the invoice to their accounting department for processing and payment. Payment shall be made within 30 days of receipt of invoices for all items not in dispute. Invoices shall be sent to:

Jack Ciulla
City of Long Beach
Manager, Business Information Services Bureau
Technology Service Department
333 W. Ocean Blvd., 12th Floor
Long Beach, CA 90802
Email: jack.ciulla@longbeach.gov

- C. **Availability of Funds.** CITY's performance and obligation to pay under this Contract is contingent upon an annual appropriation for its purpose by the CITY Council. If funds are not appropriated, CITY shall within five (5) CITY Business Days terminate this contract for its convenience as described in Article IX. A, Termination for Convenience.
- D. **Arrears.** CONTRACTOR shall not pledge CITY's credit or make it a guarantor of payment or surety for any contract, debt, obligation, judgment, lien, or any form of indebtedness. CONTRACTOR further warrants and represents that it has no obligation or indebtedness that would impair its ability to fulfill the terms of this Contract.
- E. **Federal and State Tax.** CITY is exempt from payment of California State Sales and Use Taxes. CITY will sign an exemption certificate submitted by CONTRACTOR. CONTRACTOR shall not be exempted from paying sales tax to its suppliers for materials used to fulfill contractual obligations with CITY, nor is CONTRACTOR authorized to use CITY's Tax Exemption Number in securing such materials. CONTRACTOR shall be responsible for payment of its own and its share of its employees' FICA and Social Security benefits with respect to this Contract.
- F. **Progression of Work.** CONTRACTOR understands that it will not receive payment for work that was not specifically authorized by CITY in writing and performed in accordance with the SOW.
- G. **Responsibility for Payment to Third Parties.** CITY shall have responsibility for payments to Third Parties.

ARTICLE VI. WARRANTIES

Warranty Period. The Warranty Period shall start on the Go-Live Date and terminate one hundred eighty (180) calendar days thereafter.

- A. **Warranty Re CIS Solution.** CONTRACTOR represents and warrants that the CIS Solution shall operate in substantial conformity with the Functional Requirements during the Warranty Period when used in accordance with the Functional Requirements; provided, however, that (i) CONTRACTOR shall have no liability hereunder unless CITY notifies CONTRACTOR in writing of any such non-conformities prior to expiration of the Warranty Period, and (ii) CONTRACTOR also shall have no responsibility for any non-conformities that result from the failure of CITY or a Third Party or Additional Application provider to perform its respective obligations.
- B. **Warranty Re Accuracy of Representations and Warranties.** CONTRACTOR represents and warrants to CITY that, to the best of CONTRACTOR's knowledge, CONTRACTOR's representations and warranties made in this

Contract and its Response to the RFP were true and correct in all material respects at the time they were made.

- C. **Warranty Re Services and Deliverables.** CONTRACTOR warrants that it will perform its Services and provide all deliverables hereunder in a professional and workmanlike manner consistent with the standards of the industry. Should CITY, at any time prior to the end of the Warranty Period, notify CONTRACTOR in writing of any errors or deficiencies that are due solely to CONTRACTOR and are within the scope of CONTRACTOR's responsibilities hereunder, Contractor shall provide additional services to correct said errors or deficiencies at no additional fee. For any resulting data corruption errors or deficiencies under the same conditions and constraints, CONTRACTOR shall provide commercially reasonable additional services to correct said errors or deficiencies at no additional fee.
- D. **Right to Cure.** If, despite its best efforts, CONTRACTOR is unable to provide CITY with an acceptable resolution, then CITY, at its election and without prejudice to all other rights and remedies that CITY would otherwise have pursuant to this Contract, may (i) terminate the Contract under the Termination provisions herein; or (ii) cure the errors or deficiencies and pursue its remedy at law to recover from CONTRACTOR the cost to cure.
- E. **Legal Compliance.** Each party warrants that, to the best of its knowledge, it will perform hereunder in material compliance with all applicable laws, rules, and regulations; provided, however, that CONTRACTOR shall not be responsible for compliance with any CITY-specific rules or regulations that are not identified to CONTRACTOR in writing by CITY at least 10 CITY Business Days before the Contract Effective Date.
- F. **No Liens.** CONTRACTOR represents and warrants that the CONTRACTOR Services are not subject to any liens or other security interest.
- G. **Comply with Third Party Licenses.** CONTRACTOR represents, warrants, and agrees that CONTRACTOR and all of its subcontractors will materially comply with all relevant, commercially reasonable provisions, applicable to CONTRACTOR, of the Third Party License Agreements and any license agreements for Additional Applications, as long as CITY provides a copy of each such agreement to CONTRACTOR at least 10 CITY Business Days before CONTRACTOR is obligated to make any use of the relevant Third Party Application or Additional Application pursuant to the Project Plan or the Functional Requirements.

ALL WARRANTIES PROVIDED HEREIN ARE PERSONAL TO, AND INTENDED SOLELY FOR THE BENEFIT OF, CITY AND DO NOT EXTEND TO ANY THIRD PARTY. THE WARRANTIES STATED IN THIS SECTION OF THE CONTRACT ARE LIMITED WARRANTIES, AND ARE THE ONLY WARRANTIES MADE BY CONTRACTOR. CONTRACTOR DOES NOT MAKE ANY OTHER WARRANTIES, EXPRESS, IMPLIED, STATUTORY OR OTHERWISE, INCLUDING, BUT NOT

LIMITED TO, ANY WARRANTIES OF QUALITY, MERCHANTABILITY, TITLE, FITNESS FOR A PARTICULAR PURPOSE OR NON-INFRINGEMENT, NOR ANY OTHER WARRANTIES ARISING OUT OF COURSE OF DEALING, USAGE, TRADE OR CUSTOM. NO ADVICE OR INFORMATION, ORAL OR WRITTEN, OBTAINED FROM CONTRACTOR OR ELSEWHERE WILL CREATE ANY WARRANTY NOT EXPRESSLY STATED IN THIS CONTRACT. TO THE FULLEST EXTENT PERMITTED BY LAW, THE WARRANTIES PROVIDED BY CONTRACTOR SHALL BE LIMITED TO THOSE EXPRESSLY PROVIDED HEREIN, AND SHALL BE LIMITED TO THE WARRANTY PERIOD. CITY ACKNOWLEDGES IT HAS NOT RELIED ON ANY OTHER WARRANTIES IN ENTERING INTO THIS CONTRACT.

Each party warrants that it has the power and authority to execute and deliver this Agreement.

ARTICLE VII. LICENSE AGREEMENT

- A. **License for Deliverable EP²M IP.** CONTRACTOR hereby grants to CITY, upon compliance with the Payment schedule, a perpetual, irrevocable, nonexclusive, nontransferable, fully paid-up, royalty-free license to use, solely for its own operational use, the EP²M IP in EP²M deliverables in object code and source code form (including documentation and training materials). This license includes the right to install, use, test, deploy, modify, make derivative works of, maintain, store, transmit, or combine the EP²M IP or any portion thereof in any manner by or with any process, system, medium, or technology now known or hereafter devised, including without limitation, web technology, distributed systems, any number of servers and associated workstations, and on any other computer systems, central processing units, hardware systems, telecommunications systems, electronic distribution systems, and other equipment and technologies used by CITY in the United States. CITY shall not disclose the source code to any person except employees, representatives and agents of CITY on a "need to know" basis necessary for the development, maintenance and support of the CIS Solution under the terms of this Contract.
- B. **Modifications.** Authorization to make modifications to the EP²M IP is granted, but CONTRACTOR will not be responsible for any modification made by CITY or the compatibility of any equipment, software products, future software product releases, test diagnostics and verification routines or engineering change orders with regard to such modifications. Nothing herein absolves CONTRACTOR from responsibility for modifications made by or on behalf of CONTRACTOR or its subcontractors. The copyright and/or trade secret rights will continue to exist in the Licensed Software and the notices must be preserved and incorporated.
- C. **Scope of License.** CITY may use the EP²M IP or any part thereof, for its own operational use on any or all central processing units owned or controlled by CITY

irrespective of the number of central processing units upon which the CIS Solution is used.

- D. **Copies.** The License granted herein includes the right to copy or modify the EP²M IP or any part thereof, and documentation in the amounts necessary for CITY's own operational use and the right to combine the EP²M IP or any part thereof, with other software or hardware. CITY may make a reasonable number of copies of the EP²M IP or any part thereof, and documentation for use, back-up or archive purpose.
- E. **Ownership.** CONTRACTOR warrants that it has the full right to license to CITY the non-exclusive use of the EP²M IP.
- F. **Section 365(n) of the Bankruptcy Code.** CITY and CONTRACTOR acknowledge that this section is an agreement supplementary to the licensing provisions, as provided in Section 365(n) of Title 11, United States Code (the "Bankruptcy Code"). CONTRACTOR acknowledges that if CONTRACTOR, as a debtor in possession, or if a trustee in Bankruptcy for CONTRACTOR in a case under the Bankruptcy Code rejects this Contract, CITY may elect to retain its rights under this Contract as provided in Section 365(n) of the Bankruptcy Code. Upon written request of CITY to CONTRACTOR or the Bankruptcy Trustee, CONTRACTOR or such Bankruptcy Trustee shall not interfere with the rights of CITY as provided in this Contract, including CITY's right to use the source code.

ARTICLE VIII. SOFTWARE UPGRADES AND MAINTENANCE

- A. **Application Software Upgrades.** CONTRACTOR shall advise CITY of any programs, subroutines or new releases of the Third Party Applications, Licensed Software, or the CIS Solution known to CONTRACTOR which may be developed for general use, and shall furnish such items to CITY, if requested, on electronically readable media, in accordance with and for as long as CITY has a valid maintenance agreement with both the applicable Third Party and CONTRACTOR.
- B. **Software Maintenance and Support Agreements.** CITY entered into software maintenance and support agreements with Third Parties and shall identify CONTRACTOR as an authorized representative for the purposes of obtaining Third Party software maintenance and support.

ARTICLE IX. TERMINATION

- A. **Termination for Convenience.** CITY, by written notice, may terminate this Contract, in whole or in part, when it is in CITY'S best interest upon thirty (30) days written notice to CONTRACTOR. In the event of such a termination, CITY shall be liable for payment of or for:

1. All work performed in accordance with the specifications identified in the SOWs prior to the effective date of the termination, whether or not that work results or resulted in completion of a deliverable or completion of a specific task in the SOW and all work to close the project down through the end of the 30 day notice period.
2. All expenses incurred in behalf of the project to the date of termination that have not as yet been paid.
3. Any retention moneys as well as Letter of Credit held by CITY.

B. Termination for Default

Default by CONTRACTOR. CITY may, by and through its Purchasing Manager, and by written notice to CONTRACTOR, terminate this Contract for default, in whole or in part, upon the occurrence of any of the following

1. In the event of Bankruptcy and Similar Events. CITY may, by and through its Purchasing Manager, terminate this Contract, effective immediately upon written notice, if: (1) all or a substantial portion of the assets of CONTRACTOR, any subcontractor, or any Third Party are transferred to an assignee for the benefit of creditors or to a receiver or trustee in bankruptcy; (2) CONTRACTOR, any subcontractor, or any Third Party become insolvent or a party to any bankruptcy or receivership proceeding, or any similar action; or (3) CONTRACTOR, any subcontractor, or any Third Party is adjudged bankrupt or insolvent.
2. In the event CONTRACTOR (1) makes an assignment for the benefit of creditors or petitions or applies to any tribunal for the appointment of a custodian, receiver or trustee for all or a substantial part of its assets; (2) commences any proceeding under any bankruptcy, reorganization, arrangement, readjustment of debt, dissolution, or liquidation law or statute of any jurisdiction whether now or hereafter in effect; (3) has had any such petition or application filed or any such proceeding commenced against it in which an order for relief is entered or an adjudication or appointment is made, and which remains undismissed for a period of sixty (60) days or more; (4) takes any corporate action indicating its consent to, approval of, or acquiescence in any such petition, application, proceeding, or order for relief or the appointment of a custodian, receiver, or trustee for all or substantial part of its assets; or (5) permits any such custodianship, receivership, or trusteeship to continue undischarged for a period of six (60) days or more causing CONTRACTOR or any third party, including, without limitation, a trustee in bankruptcy, to be empowered under state or federal law to reject this Contract or any agreement supplementary hereto, CITY shall have the following rights:
 - a. In the event of a rejection of this Contract or any agreement supplementary hereto, CITY shall be permitted to retain and use any back-up or archival copies of the CIS Solution hereunder under this Contract for

the purpose of enabling it to mitigate damages caused to CITY because of the rejection of this Contract. CITY shall exert reasonable efforts to mitigate such damages by use of such back-up or archival copies.

- b. In the event of a rejection of this Contract or any agreement supplementary hereto, CITY may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in Section 365(n) of the Bankruptcy Code. Upon written request of CITY to, as applicable, CONTRACTOR or the bankruptcy trustee or receiver, CONTRACTOR or such bankruptcy trustee or receiver shall not interfere with the rights of CITY as licensee as provided in this Contract or in any agreement supplementary hereto to obtain any source material(s) from the bankruptcy trustee or from a third-party escrow agent and shall, if requested, cause a copy of such source material(s) to be available to CITY.
 - c. In the event of a rejection of this Contract or any agreement supplementary hereto, CITY may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights of setoff with respect to this Contract under the Bankruptcy Code or applicable non-bankruptcy law; or in the event of a rejection of the Contract or any agreement supplementary hereto CITY may retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights under section 503(b) of the Bankruptcy Code.
3. In the event that CONTRACTOR materially breaches any of the terms or conditions below prior to Go-live:
- a. The scheduled milestone dates specified in the SOW slips by more than ninety (90) CITY Business Days, unless the delay is by mutual agreement and documented in writing and signed by both CITY and CONTRACTOR; or is caused or attributable in whole or in part to delays, actions or inaction by the CITY, its vendors including Third Parties or other entities beyond CONTRACTOR's control.
 - b. CONTRACTOR fails to provide any significant part or portion of the services or CONTRACTOR Deliverable Software unless the failure is caused or attributable in whole or in part to delays, actions by the CITY inaction by the CITY, its vendors including Third Parties or other entities beyond CONTRACTOR's control.
 - c. CONTRACTOR fails to provide resolutions for all Severity 1 and 2 Incidents caused by Contractor Deliverable Software or a service provided by CONTRACTOR and reported to and assigned to CONTRACTOR within the specified time or to mutually agreed to timeframe; unless the failure is caused or attributable in whole or in part to delays, actions or

inaction by the CITY, its vendors including Third Parties or other entities beyond CONTRACTOR's control.

- d. CONTRACTOR fails to provide any warranties stated herein unless the failure is caused or attributable in whole or in part to delays, actions or inaction by the CITY, its vendors including Third Parties or other entities beyond CONTRACTOR's control
- e. CONTRACTOR fails or causes CITY to fail to comply with any License Agreement of a Third Party

Default by CITY

CONTRACTOR may by written notice to CITY, terminate this Contract for default, in whole or in part, upon the occurrence of any of the following:

1. CITY fails to provide its deliverables as identified and in accordance with the Statement of Work.
2. CITY fails to make available to CONTRACTOR per the Project Plan Third Party components, hardware, logistical support, or other any products and services as identified in the SOW.
3. CITY fails to pay for any undisputed CONTRACTOR services or deliverables within 30 days of CITY's receipt of invoices.
4. CITY fails to put the system into production within 10 Business Days of the scheduled date.
5. CITY fails to conform to agreed upon acceptance standards, processes, and timing.

Termination for Default Prior to Go-Live Date. To terminate this Contract, the party seeking termination must give the other party notice that describes the event or condition of termination in reasonable detail, hereinafter called "Notice to Cure." The party alleged to have committed the default shall have thirty (30) calendar days in which to cure or create an acceptable plan to cure the defaults specified in the Notice to Cure. If the default is not cured within the cure period, this Contract may be terminated for default at the end of that period, at the discretion of the party giving notice of default.

Termination for Default After the Go-Live Date. In addition to any other provision in this Contract allowing a party to terminate this Contract, in whole or in part, either party has the right to terminate this Contract if the other party breaches a material provision. To terminate this Contract, the party seeking termination must give the other party notice that describes the event or condition of termination in reasonable detail, hereinafter called "Notice to Cure." The party alleged to have committed the default shall have ten (10) calendar days in which to cure or create an acceptable plan to cure the defaults specified in the Notice to Cure. If the default is not cured within the cure period, this Contract

may be terminated for default at the end of that period, at the discretion of the party giving notice of default.

C. Remedies upon Default by CITY

The sole remedy for a breach of this Contract for default by CITY as determined by a court of competent jurisdiction prior to Go-Live, is the amount due under the Contract for the authorized work that was properly performed including a pro rata share for work in progress as provided under the termination for convenience terms provided above.

D. Remedies upon Default by CONTRACTOR prior to Go-Live

1. The sole remedy for a breach of this Contract for default by CONTRACTOR, as determined by a court of competent jurisdiction, is an immediate payment to CITY of all amounts paid to or on behalf of CONTRACTOR,
2. Notwithstanding the foregoing, the total amount of any payment to CITY in the event of default by CONTRACTOR shall be fifty per cent (50%) of monies paid to CONTRACTOR plus \$162,000 per month from formal project kickoff through date of termination, shall not exceed an amount of 1.5 times the total amount that CITY had paid to CONTRACTOR at the time of default.

E. Remedies upon Default by CONTRACTOR after Go-Live

After go live sole remedy is the CITY shall retain all remaining payments and retainage.

F. Letter of Credit. As a condition precedent to this Contract, CONTRACTOR shall provide CITY with a Clean Irrevocable Letter of Credit in the form shown. The Clean Irrevocable Letter of Credit shall be in an amount of One Hundred Thousand Dollars (\$100,000.00) be effective starting 12 months from Contract execution and shall not expire until CITY gives CONTRACTOR written Notice of Final Acceptance. In the event that CITY terminates this Contract as a result of CONTRACTOR'S default, CITY has the right to immediately draw on the Clean Irrevocable Letter of Credit.

G. Rights and Duties Upon Termination. Upon expiration or termination of this Contract, CONTRACTOR agrees to return the confidential information of CITY and certify in writing, over the signature of its duly authorized representative, that it has done so.

H. Survival of Obligations. All obligations relating to non-use and non-disclosure of confidential information and the indemnities provided under this Contract will survive termination of this Contract.

I. No Disruption of System. CONTRACTOR or any of its subcontractors shall not at any time during the term of this Contract and thereafter intentionally, purposely, without consent of the CITY, render the CIS Solution, or any part thereof, unusable

or inoperable by knowingly introducing any code which would do so, take possession of the CIS Solution, products, software, hardware, equipment, or copies of the CIS Solution other than that which was provided to CITY by CONTRACTOR, or any part thereof, provided to CITY.

ARTICLE X. MISCELLANEOUS PROVISIONS

A. **Subcontractors.** CONTRACTOR may utilize subcontractors in order to fulfill its contractual obligations provided that CONTRACTOR obtains the following: the subcontractor's expressed written agreement that CITY shall not be liable to the subcontractor in any way. Such approval may be delivered by fax, e-mail, U.S. Postal Service, or private carrier, provided it is delivered in a timely manner. Accordingly, CONTRACTOR shall be responsible for all of its obligations under this Contract and CITY shall not be liable to any subcontractor in any way whatsoever. In the event that a subcontractor fails to perform, CONTRACTOR shall remain responsible for all of its obligations under this Contract.

B. Limitations of Liability and Damages.

1. **CONTRACTOR'S Limitations of Liability.** EXCEPTING CONTRACTOR'S INDEMNIFICATIONS IN THIS AGREEMENT, IN NO EVENT SHALL CONTRACTOR OR ITS EMPLOYEES, OFFICERS AND DIRECTORS BE LIABLE FOR CONSEQUENTIAL, SPECIAL, INDIRECT, INCIDENTAL, PUNITIVE OR EXEMPLARY DAMAGES, COSTS, EXPENSES, OR LOSSES (INCLUDING, WITHOUT LIMITATION, LOST PROFITS AND OPPORTUNITY COSTS). CONTRACTOR SHALL NOT BE LIABLE FOR ANY ACTIONS, DAMAGES, CLAIMS, LIABILITIES, COSTS EXPENSES, OR LOSSES IN ANY WAY ARISING OUT OF OR RELATING TO THE PERFORMANCE AND/OR NONPERFORMANCE OF SERVICES HEREUNDER FOR AN AGGREGATE AMOUNT IN EXCESS OF ONE AND ONE HALF (1.5) TIMES THE FEES PAID BY CITY TO CONTRACTOR IN DELIVERING THE GOODS AND PERFORMING THE SERVICES. NO TERMS OF THIS AGREEMENT SHALL BENEFIT OR CREATE ANY RIGHT OR CAUSE OF ACTION IN OR ON BEHALF OF ANY PERSON OR ENTITY OTHER THAN THE CITY. THE PROVISIONS OF THIS PARAGRAPH SHALL APPLY REGARDLESS OF THE FORM OF ACTION, DAMAGE, CLAIM, LIABILITY, COST, EXPENSE, OR LOSS, WHETHER IN CONTRACT, STATUTE, TORT (INCLUDING, WITHOUT LIMITATION, NEGLIGENCE), OR OTHERWISE, TO THE EXTENT PERMITTED BY CALIFORNIA LAW.

Exclusions from Limitation of Liability. The limitations of liability set forth in B.1. (Contractor's Limitations of Liability) shall not apply to claims or liability covered by Contractor's indemnifications in sections XI E, XI F, or XI T.

a. **CITY'S Limitation of Liability.** CONTRACTOR HEREBY WAIVES AND RELINQUISHES ANY CLAIM AGAINST CITY ARISING FROM OR RELATED TO THIS CONTRACT FOR INDIRECT DAMAGES, SPECIAL DAMAGES, CONSEQUENTIAL DAMAGES, PUNITIVE DAMAGES, LOST PROFITS, COMPENSATION FOR LOST OPPORTUNITIES, NEGLIGENCE, UNJUST ENRICHMENT, INCIDENTAL DAMAGES, AND TORT DAMAGES. IN NO EVENT SHALL CITY, ITS EMPLOYEES, OFFICERS, AND DIRECTORS BE LIABLE FOR CONSEQUENTIAL, SPECIAL, INDIRECT, INCIDENTAL, PUNITIVE OR EXEMPLARY DAMAGES, COSTS, EXPENSES, OR LOSSES (INCLUDING, WITHOUT LIMITATION, LOST PROFITS AND OPPORTUNITY COSTS). CONTRACTOR AGREES THAT CITY, ITS EMPLOYEES, OFFICERS, AND DIRECTORS SHALL NOT BE LIABLE TO CONTRACTOR FOR ANY ACTIONS, DAMAGES, CLAIMS, LIABILITIES, COSTS, EXPENSES, OR LOSSES IN ANY WAY ARISING OUT OF OR RELATING TO THE DELIVERY OR PERFORMANCE OF GOODS AND SERVICES HEREUNDER FOR AN AGGREGATE AMOUNT IN EXCESS OF THE FEES PAID BY CITY TO CONTRACTOR. NO TERMS OF THIS AGREEMENT SHALL BENEFIT OR CREATE ANY RIGHT OR CAUSE OF ACTION IN OR ON BEHALF OF ANY PERSON OR ENTITY OTHER THAN CITY AND CONTRACTOR. THE PROVISIONS OF THIS PARAGRAPH SHALL APPLY REGARDLESS OF THE FORM OF ACTION, DAMAGE, CLAIM, LIABILITY, COST, EXPENSE, OR LOSS, WHETHER IN CONTRACT, STATUTE, TORT (INCLUDING, WITHOUT LIMITATION, NEGLIGENCE), OR OTHERWISE.

C. **Insurance.** CONTRACTOR shall not commence work under this Contract until it has obtained, at its own expense, all insurance required under this paragraph and such insurance has been approved by CITY. CONTRACTOR shall require and ensure that each of its subcontractors providing services hereunder (if any) procures and maintains, until the completion of the services, insurances of the types and to the limits specified herein.

1. All insurance policies shall be issued by companies authorized to do business under the laws of the State of California and have an AM Best Rating of at least A 5. The Certificates shall clearly indicate that CONTRACTOR has obtained insurance of the type, amount, and classification as required for strict compliance with this section and that no material change or cancellation of the insurance shall be effective without thirty (30) calendar days prior written notice to CITY. Compliance with the foregoing requirements shall not relieve CONTRACTOR of its liability and obligations under this Contract.
2. CONTRACTOR shall procure and maintain for the duration of this Contract, insurance of the types and limits specified below.

- (a) Workers' Compensation - CONTRACTOR shall provide Workers' Compensation for all employees at the site location. The limits will be statutory for Workers' Compensation and not less than \$1,000,000 for Employers' Liability. Said coverage shall include a waiver of subrogation in favor of CITY and its agents, employees and officials.
- (b) Commercial General Liability - CONTRACTOR shall provide coverage for all operations including, but not limited to Contractual, Products and Completed Operations, and Personal Injury. The limits will be not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate. City, its officials, employees, and agents shall be named as additional insureds by endorsement on an endorsement equivalent in scope to ISO form CG 20 10 11 85, and this insurance shall contain no special limitations on the scope of protection given to the City, its officials, employees, and agents.
- (c) Professional Liability - CONTRACTOR will provide professional liability coverage with limits not less than \$2,000,000 for claims arising out of CONTRACTOR services.
- (d) All such insurance required of CONTRACTOR shall be primary to, and not contribute with, any insurance or self-insurance maintained by CITY.
- (e) Compliance with these insurance requirements shall not relieve or limit CONTRACTOR's liabilities and obligations under this contract. Failure of CITY to demand such certificate or other evidence of full compliance with these insurance requirements or failure of CITY to identify a deficiency from evidence provided will not be construed as a waiver of CONTRACTOR's obligation to maintain such insurance.

D. Force Majeure. Neither CONTRACTOR nor CITY shall be liable, nor may cancel this Contract for default, when delays arise out of causes beyond the control of CONTRACTOR or CITY. Such causes may include but are not restricted to acts of God or the public enemy, acts of CITY in sovereign capacity, fires, lightning strikes, epidemics, quarantine restrictions, strikes, freight embargoes, wars, civil disturbances, work stoppage, power failures, laws, regulations, ordinances, acts or orders of any governmental agency or official thereof, unusually severe weather, outbreak of hostilities, any national or international calamity or crisis, including a financial crisis, or any event or incident of terrorism or attack by a foreign power or terrorist group or individual, the effect of which, in the reasonable judgment of CITY would materially adversely affect the availability of revenues or funds. In every case, the delay must be beyond the control of the claiming party. This provision shall not be interpreted to limit CITY's right to terminate for convenience.

E. Indemnification. Contractor shall indemnify, defend, and hold harmless CITY, and CITY's officers and personnel, from and against any and all liability, claims, demands, damages, losses, injuries, expenses, penalties, proceedings, actions and causes of action for personal injury or property damage arising out of the negligent or

willful actions or inactions of CONTRACTOR, its officers, employees, or others under its direction or control in performance of this Contract. CITY shall indemnify, defend, and hold harmless CONTRACTOR, and CONTRACTOR's officers, personnel and representatives, from and against any and all liability, claims, demands, damages, losses, injuries, expenses, penalties, proceedings, actions and causes of action for personal injury or property damage arising out of the negligent or willful actions or inactions of CITY, its officers, employees, or others under its direction or control in performance of this Contract.

F. Intellectual Property Indemnification. By CONTRACTOR: CONTRACTOR will, at its expense, defend any suit or proceeding brought against CITY based on an allegation that the CIS Solution, or any part thereof, furnished hereunder constitutes an infringement of any United States patent or copyright if CONTRACTOR is notified promptly in writing by CITY and timely given authority, information, and assistance for the defense and settlement of said suit or proceeding. CONTRACTOR will pay damages and costs awarded in any suit or proceeding so defended. CONTRACTOR will not be responsible for any settlement of such suit or proceeding made without its prior written consent. In case the CIS Solution, or any part thereof, as a result of any suit or proceeding so defended, is held to constitute infringement or its use by CONTRACTOR is enjoined, CONTRACTOR will, at its option and its expense, either (1) procure for CITY the right to continue using said CIS Solution or part thereof; (2) replace it with substantially equivalent non-infringing software or components; (3) modify it so it becomes non-infringing; or (4) as a last resort, remove it and refund an appropriate portion of the purchase price plus pay CITY the replacement cost.

The foregoing provisions shall not apply to any infringement arising out of: (i) use of the Deliverables other than in accordance with applicable documentation or instructions supplied by Contractor or for other than CITY's internal purposes; (ii) any alteration, modification or revision of the Deliverables not expressly authorized in writing by Contractor; (iii) CITY's failure to use or implement corrections or Extensions to the Deliverables made available by Contractor; (iv) CITY's distribution, marketing, or use of the Deliverables for the benefit of third parties; (v) the combination of the Deliverables with materials not supplied by Contractor; or (vi) information, materials or specifications provided by or on behalf of CITY.

By CITY: CITY will, at its expense, defend any suit or proceeding brought against CONTRACTOR arising from any breach by CITY of its representations and warranties in Section II-B of this Contract (relating to the Third Party Agreements and Additional Applications) if CITY is notified promptly in writing by CONTRACTOR and timely given authority, information, and assistance for the defense and settlement of said suit or proceeding. CITY will pay damages and costs awarded in any suit or proceeding so defended. CITY will not be responsible for any settlement of such suit or proceeding made without its prior written consent. In case the CIS Solution, or any part thereof, as a result of any suit or proceeding so defended, is held to constitute infringement or CONTRACTOR's performance hereunder is enjoined, CONTRACTOR's duty to perform hereunder shall be excused.

to a corresponding extent, and CITY will, at its option and its expense, either (1) procure for CONTRACTOR the right to continue using said Third Party Application or Additional Application; (2) replace it with substantially equivalent non-infringing software or components; or (3) correspondingly modify the Functional Requirements.

G. Assignment. This Contract and the rights and duties hereunder shall not be assignable by the parties hereto except upon written instrument executed by both parties. Notwithstanding the preceding, Contractor may assign this Contract to a successor in interest in all or substantially all the assets and business of Contractor without the prior written consent of the CITY.

H. Formal Documents and Notices. Any document requiring sign off, Notices to Cure, notice to terminate, or other legal notice or other formal communication required or permitted to be made or given by either party pursuant to this Contract will be in writing, in English, and will be deemed to have been duly given: (i) five (5) CITY Business Days after the date of mailing if sent by registered or certified U.S. mail, postage prepaid, with return receipt requested; (ii) when transmitted if sent by facsimile, provided a confirmation of transmission is produced by the sending machine and a copy of the notice is promptly sent by another means specified in this section; or (iii) when delivered if delivered personally or sent by express courier service. All notices will be sent to the other party at its address as set forth below or at such other address as the party may specify in a notice given in accordance with this section.

<p>In the case of CITY: Jack Ciulla City of Long Beach Manager, Business Information Services Bureau Technology Service Department 333 W. Ocean Blvd., 12th Floor Long Beach, CA 90802</p>	<p>With a copy of legal notices to:</p>
<p>In the case of CONTRACTOR: David L. Mulit Chief Executive Officer EP²M, LLC 2 Farmstead Court Flanders, NJ 07836</p>	<p>With a copy of legal notices to:</p>

- I. **Governing Law.** This Contract shall be governed by and construed and enforced in accordance with the laws of the State of California, including the California Uniform Commercial Code where applicable, without regard to any provision of California law that would require or permit the application of the substantive law of any other jurisdiction.
- J. **Venue.** The venue of any litigation arising from this Contract shall be a state court in Los Angeles County or federal court located in the US Southern district of California.
- K. **Entire Agreement.** This Agreement, including all Exhibits and Attachments hereto, constitutes the entire understanding of the parties hereto with respect to the subject matter hereto, superseding all negotiations, prior discussions and preliminary agreements made prior to the date hereof, except as noted herein. In case of conflict among the contents of this Contract, they shall be construed in the following (descending a through e) order of priority:
 - a. Contract as Amended
 - b. Statement of Work (Exhibit 4), including Attachments and Deliverables
 - i. EP2M CLB SOW CC&B-MWM Final (TBD)
 - ii. EP2M CLB Project Schedule 07222011 v1 2007 (July 22, 2011)
 - c. CONTRACTOR's Best and Final Cost Proposal as submitted on March 25, 2011 and as amended on April 21, 2011 (Exhibit 3)
 - i. CLB EP2M Response BAFO Final Pricing – TS 09-049 (April 21, 2011)
 - ii. CLB EP2M Response CLB BAFO Final – TS 09-049 (March 25, 2011)
 - d. CONTRACTOR's Response to the RFP (Exhibit 2) (October 16, 2009)
 - i. Tab 1 TOC Transmittal
 - ii. Tab 2 Executive Summary
 - iii. Tab 3 Company Profile and Information
 - iv. Tab 4 Functional Requirements
 - v. Tab 5 Cost Section
 - vi. Tab 6 Product Information
 - vii. Tab 7 Appendix B, D

e. RFP in its entirety (Exhibit 1)

i. RFP-ts09049-template 090109, RFP-TS09049-addendum1, rfp-ts09049-CIS-Requirements-090109

No unilateral documents (e.g., Purchase Orders or other documents not agreed to and documented per the terms of this agreement) shall have any bearing or effect upon this agreement or its interpretation.

- L. **Amendments; Waiver and Estoppel.** As a material inducement to CITY entering into this Contract, CONTRACTOR acknowledges and agrees that only the Board of CITY Council has the authority to approve or modify this Contract on behalf of CITY. The CITY has the authority to terminate this Contract or modify this Contract within certain parameters. This Contract shall not be amended or modified and any material provisions hereof shall not be waived, except through written instrument executed by both parties. CITY's officers, employees and agents shall not have the authority, through their acts, omissions, or verbal or written representations, to waive or estop the enforcement of any material provision hereof by CITY.
- M. **Severability.** If any part or parts of this Contract shall be held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall not in any way be affected or impaired thereby.
- N. **Disputes.** If a dispute arises between CITY and CONTRACTOR relating to said Contract, meetings shall be held promptly between the parties, to attempt in good faith to negotiate a resolution of the dispute. The first meeting shall take place within five (5) Business Days of notice having been received of a dispute and shall be attended by the Project Managers of the parties. Should that meeting not result in an agreed upon resolution of the dispute, within ten (10) Business Days of the end of the first meeting a second meeting shall be attended by the managers of the attendees of the prior meeting. Should that second meeting not result in an agreed upon resolution of the dispute, within fifteen (15) days a third meeting shall be attended by the managers of the attendees of the second meeting. CONTRACTOR shall not use Change Order disputes as a basis to stop work on other scheduled project activities.
- O. **Headings.** The paragraph headings herein are for reference purposes only and are not intended to aid in or limit the construction or interpretation of any of the terms and conditions of this Contract.
- P. **Term.** This Contract shall be effective upon the date written above and shall continue in full force and effect until all of CONTRACTOR's obligations have been satisfied, unless the term is extended in writing by the parties, or unless the Contract is terminated in accordance with Article IX.
- Q. **Public Records Act.** In accordance with Public Records Laws of the State of California, any "public record" created or received by CITY, including reports, specifications, drawings, maps, and tables, must be made available for inspection, and upon request and payment, copying, unless such public record falls within an

exception or exemption to the Public Records Act and each page is clearly and conspicuously marked as such.

- R. **Independent Contractor Status.** CITY retains CONTRACTOR only for the purposes and to the extent set forth in this Contract and any duly authorized amendments attached hereto. CONTRACTOR is an independent contractor in the delivery of the goods and performance of the services specified hereunder. CONTRACTOR shall not hold itself out as an employee, agent, or servant of CITY. CONTRACTOR has no power or authority to bind CITY in any settlement promise, agreement or representation.
- S. **CITY's Confidential Information.** All oral and written information not in the public domain or not previously known, and all information and data obtained, developed or supplied by CITY, or at its expense, will be kept confidential by CONTRACTOR and will not be disclosed to any other party, directly or indirectly, without CITY's prior written consent unless required by a lawful order. All information and data shall be and remain CITY's property. To the extent permitted by the laws of the State of California, CONTRACTOR shall regard all CITY's files and data as CITY's confidential information. CONTRACTOR shall not release said data to outside parties without written consent of CITY.
- T. **No Waiver.** A waiver of a breach or default under this Contract shall not be a waiver of any subsequent default. The failure of either party to exercise in any respect any right provided for herein shall not be deemed a waiver of any right hereunder.
- U. **Compliance with Laws.** CONTRACTOR shall comply with all federal, state, and local laws and ordinances applicable to the work or payment for work thereof, and shall not discriminate on the grounds of race, color, religion, sex or national origin in the performance of work under this Contract. This Contract shall be subject to all federal, state, and local laws, codes, regulations, ordinances and resolutions.
- V. **Records and Audit.** CONTRACTOR shall maintain complete and accurate accounting records in accordance with standard and accepted accounting practices for work performed under this Contract. Such records shall be maintained for a minimum period of five (5) years after CITY formally accepts the System. CITY or CITY'S designee shall, at its discretion, have the right to audit from time to time for compliance by CONTRACTOR with the terms, conditions, obligations, limitations, restrictions, and requirements of this Contract, and such right shall extend for a period of five (5) years after termination of this Contract.

IN WITNESS WHEREOF the parties hereunto have set their hands and seals each by an officer thereunto duly authorized, all as of the day and year first above written.

Accepted:

City of Long Beach California (CITY)

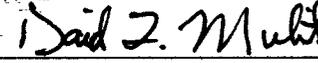
EP²M, LLC (CONTRACTOR)

Assistant City Manager

By: _____



By: _____



Printed Name: _____

Patrick H. West, City Manager

Printed Name: _____

David L. Mulit

Date: _____

9-16-11

Date: _____

September 1, 2011

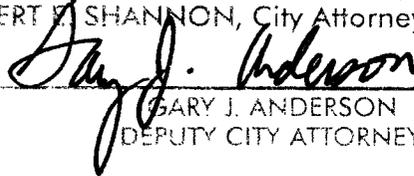
EXECUTED PURSUANT
TO SECTION 301 OF
THE CITY CHARTER.

APPROVED AS TO FORM

Sept. 6, 20 11

ROBERT R. SHANNON, City Attorney

By _____



GARY J. ANDERSON
DEPUTY CITY ATTORNEY

Exhibit 1

BIDDER' S BOND

CITY OF LONG BEACH

KNOW ALL MEN BY THESE PRESENTS: That we, _____
 _____, as Principal, and _____
 _____, a corporation, organized and existing under and by virtue of the
 laws of the State of _____, with its principal place of business in the City of _____
 _____, State of _____, with a paid up capital of not less than Two Hundred
 Fifty Thousand Dollars (\$250,000.00), incorporated, as aforesaid, for the purpose of making, guaranteeing or
 becoming a surety upon bonds and undertakings required or authorized by law, and having heretofore complied
 with all of the requirements of law of the State of California regulating the formation of admission of such
 corporation to transact business in this State, as Surety, are held firmly bound unto the City of Long Beach, a
 municipal corporation, organized under the laws of the State of California, and situated in the County of Los
 Angeles, in the sum of _____
 _____ Dollars (\$ _____), lawful money of the United States of America,
 for the payment whereof the Principal and sureties bind themselves, their heirs, executors, administrators,
 successors and assigns, jointly and severally, firmly by these presents.

The condition of the above obligation is such that:

If the bid of said Principal hereto attached shall be accepted by the City of Long Beach and the contract
 for delivery of goods, material, equipment or supplies, or for the furnishing of services, materials, supplies, labor
 and performing work, all as specified in the specifications, notice inviting bids and bid, be awarded to the Principal,
 and if Principal shall enter into a contract therefore with the City of Long Beach within ten (10) days after the
 contract is delivered to Principal for signature, and Principal shall, in connection with said contract, furnish and
 deliver to the City of Long Beach a good and sufficient faithful performance bond, if required in the notice inviting
 bids, and a good and sufficient labor and material (payment) bond, if required in the notice inviting bids, with surety
 or sureties, then this obligation shall be void; otherwise it shall remain in full force and effect.

Name of Principal – Typed

By: _____
Signature of Principal's Officer

Name of Surety

By: _____
Signature of Surety's
Attorney-in-Fact

(Principal and Surety Shall Attach Notary's Certificate of Acknowledgement of Execution)

BID NO: _____
BOND NO: _____

BOND FOR FAITHFUL PERFORMANCE

KNOW ALL MEN BY THESE PRESENTS: That we, _____,
as PRINCIPAL, and _____, located at _____,
_____ a corporation, incorporated under the laws of the
State of _____, admitted as a surety in the State of California and authorized to transact business in the State of California, as
SURETY, are held and firmly bound unto the CITY OF LONG BEACH, CALIFORNIA, a municipal corporation, in the sum of _____ DOLLARS
(\$ _____), lawful money of the United States of America, for the payment of which sum, well and truly to be made, we bind
ourselves, our respective heirs, administrators, executors, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH THAT:

WHEREAS, said Principal has been awarded and is about to enter the annexed contract (incorporated herein by this reference) with
said City of Long Beach for the _____, and
is required by said City to give this bond in connection with the execution of said contract;

NOW, THEREFORE, if said Principal shall well and truly keep and faithfully perform all of the covenants, conditions, agreements and
obligations of said contract on said Principal's part to be kept, done and performed, at the times and in the manner specified therein, then this
obligation shall be null and void, otherwise it shall be and remain in full force and effect;

PROVIDED, that any modifications, alterations, or changes which may be made in said contract, or in the work to be done, or in the
services to be rendered, or in any materials or articles to be furnished pursuant to said contract, or the giving by the City of any extension of
time for the performance of said contract, or the giving of any other forbearance upon the part of either the City or the Principal to the other,
shall not in any way release the Principal or the Surety, or either of them, or their respective heirs, administrators, executors, successors or
assigns, from any liability arising hereunder, and notice to the Surety of any such modifications, alterations, changes, extensions or
forbearances is hereby waived. No premature payment by said City to said Principal shall release or exonerate the Surety, unless the officer of
said City ordering the payment shall have actual notice at the time the order is made that such payment is in fact premature, and then only to
the extent that such payment shall result in actual loss to the Surety, but in no event in an amount more than the amount of such premature
payment.

IN WITNESS WHEREOF, the above named Principal and Surety have executed, or caused to be executed, this instrument with all
of the formalities required by law on this _____ day of _____, 20 _____.

CONTRACTOR / PRINCIPAL

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

SURETY

By: _____
Name: _____
Title: _____
Telephone: _____

Approved as to form this _____ day of _____, 20 _____
ROBERT E. SHANNON, City Attorney
By: _____ Deputy

Approved as to sufficiency this _____ day of _____, 20 _____
By: _____ City Manager / City Engineer

- NOTE: 1. Execution of this bond must be acknowledged by both PRINCIPAL and SURETY before a Notary Public and a Notary's certificate of acknowledgment must be attached.
2. A corporation must execute the bond by 2 authorized officers and, if executed by a person not listed in Sec. 313, Calif. Corp. Code, then a certified copy of a resolution of its Board of Directors authorizing execution must be attached.

ATTACHMENT B – PRO-FORMA AGREEMENT

AGREEMENT

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THIS AGREEMENT is made and entered, in duplicate, as of _____,
for reference purposes only, pursuant to a minute order adopted by the City Council of
the City of Long Beach at its meeting on _____, 200_, by and between (NAME
OF CONSULTANT), a (STATE) corporation/limited liability company etc ("Consultant"),
with a place of business at (ADDRESS), and the CITY OF LONG BEACH, a municipal
corporation ("City").

WHEREAS, City requires specialized services requiring unique skills to be
performed in connection with (SCOPE OF WORK ETC.) ("Project"); and

WHEREAS, City has selected Consultant in accordance with City's
administrative procedures and City has determined that Consultant and its employees
are qualified, licensed, if so required, and experienced in performing these specialized
services; and

WHEREAS, City desires to have Consultant perform these specialized
services, and Consultant is willing and able to do so on the terms and conditions in this
Agreement;

NOW, THEREFORE, in consideration of the mutual terms, covenants, and
conditions in this Agreement, the parties agree as follows:

1. SCOPE OF WORK OR SERVICES.

A. Consultant shall furnish specialized services more particularly
described in Exhibit "A", attached to this Agreement and incorporated by this
reference, in accordance with the standards of the profession, and City shall pay
for these services in the manner described below, not to exceed _____ Dollars
(\$_____), at the rates or charges shown in Exhibit "A".

B. Consultant may select the time and place of performance for
these services; provided, however, that access to City documents, records and the
like, if needed by Consultant, shall be available only during City's normal business

OFFICE OF THE CITY ATTORNEY
ROBERT E. SHANNON, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

1 hours and provided that milestones for performance, if any, are met.

2 C. Consultant has requested to receive regular payments. City
3 shall pay Consultant in due course of payments following receipt from Consultant
4 and approval by City of invoices showing the services or task performed, the time
5 expended (if billing is hourly), and the name of the Project. Consultant shall certify
6 on the invoices that Consultant has performed the services in full conformance
7 with this Agreement and is entitled to receive payment. Each invoice shall be
8 accompanied by a progress report indicating the progress to date of services
9 performed and covered by the invoice, including a brief statement of any Project
10 problems and potential causes of delay in performance, and listing those services
11 that are projected for performance by Consultant during the next invoice cycle.
12 Where billing is done and payment is made on an hourly basis, the parties
13 acknowledge that this arrangement is either customary practice for Consultant's
14 profession, industry or business, or is necessary to satisfy audit and legal
15 requirements which may arise due to the fact that City is a municipality.

16 D. Consultant represents that Consultant has obtained all
17 necessary information on conditions and circumstances that may affect its
18 performance and has conducted site visits, if necessary.

19 E. CAUTION: Consultant shall not begin work until this
20 Agreement has been signed by both parties and until Consultant's evidence of
21 insurance has been delivered to and approved by City.

22 2. TERM. The term of this Agreement shall commence at midnight on
23 (BEGINNING DATE), and shall terminate at 11:59 p.m. on (ENDING DATE), unless
24 sooner terminated as provided in this Agreement, or unless the services or the Project is
25 completed sooner.

26 3. COORDINATION AND ORGANIZATION.

27 A. Consultant shall coordinate its performance with City's
28 representative, if any, named in Exhibit "B", attached to this Agreement and

1 incorporated by this reference. Consultant shall advise and inform City's
2 representative of the work in progress on the Project in sufficient detail so as to
3 assist City's representative in making presentations and in holding meetings on
4 the Project. City shall furnish to Consultant information or materials, if any,
5 described in Exhibit "C", attached to this Agreement and incorporated by this
6 reference, and shall perform any other tasks described in the Exhibit.

7 B. The parties acknowledge that a substantial inducement to City
8 for entering this Agreement was and is the reputation and skill of Consultant's key
9 employee, _____. City shall have the right to approve any person
10 proposed by Consultant to replace that key employee.

11 4. INDEPENDENT CONTRACTOR. In performing its services,
12 Consultant is and shall act as an independent contractor and not an employee,
13 representative or agent of City. Consultant shall have control of Consultant's work and
14 the manner in which it is performed. Consultant shall be free to contract for similar
15 services to be performed for others during this Agreement; provided, however, that
16 Consultant acts in accordance with Section 9 and Section 11 of this Agreement.
17 Consultant acknowledges and agrees that (a) City will not withhold taxes of any kind from
18 Consultant's compensation; (b) City will not secure workers' compensation or pay
19 unemployment insurance to, for or on Consultant's behalf; and (c) City will not provide
20 and Consultant is not entitled to any of the usual and customary rights, benefits or
21 privileges of City employees. Consultant expressly warrants that neither Consultant nor
22 any of Consultant's employees or agents shall represent themselves to be employees or
23 agents of City.

24 5. INSURANCE.

25 A. As a condition precedent to the effectiveness of this
26 Agreement, Consultant shall procure and maintain, at Consultant's expense for the
27 duration of this Agreement, from insurance companies that are admitted to write
28 insurance in California and have ratings of or equivalent to A:V by A.M. Best

1 Company or from authorized non-admitted insurance companies subject to
2 Section 1763 of the California Insurance Code and that have ratings of or
3 equivalent to A:VIII by A.M. Best Company, the following insurance:

4 (a) Commercial general liability insurance (equivalent in scope to
5 ISO form CG 00 01 11 85 or CG 00 01 10 93) in an amount not less than
6 \$1,000,000 per each occurrence and \$2,000,000 general aggregate. This
7 coverage shall include but not be limited to broad form contractual liability,
8 cross liability, independent contractors liability, and products and
9 completed operations liability. City, its boards and commissions, and their
10 officials, employees and agents shall be named as additional insureds by
11 endorsement (on City's endorsement form or on an endorsement
12 equivalent in scope to ISO form CG 20 10 11 85 or CG 20 26 11 85), and
13 this insurance shall contain no special limitations on the scope of
14 protection given to City, its boards and commissions, and their officials,
15 employees and agents. This policy shall be endorsed to state that the
16 insurer waives its right of subrogation against City, its boards and
17 commissions, and their officials, employees and agents.

18 (b) Workers' Compensation insurance as required by the California
19 Labor Code and employer's liability insurance in an amount not less than
20 \$1,000,000. This policy shall be endorsed to state that the insurer waives
21 its right of subrogation against City, its boards and commissions, and their
22 officials, employees and agents.

23 (c) Professional liability or errors and omissions insurance in an
24 amount not less than \$1,000,000 per claim.

25 (d) Commercial automobile liability insurance (equivalent in scope
26 to ISO form CA 00 01 06 92), covering Auto Symbol 1 (Any Auto) in an
27 amount not less than \$500,000 combined single limit per accident.

28 B. Any self-insurance program, self-insured retention, or

1 deductible must be separately approved in writing by City's Risk Manager or
2 designee and shall protect City, its officials, employees and agents in the same
3 manner and to the same extent as they would have been protected had the policy
4 or policies not contained retention or deductible provisions.

5 C. Each insurance policy shall be endorsed to state that
6 coverage shall not be reduced, non-renewed or canceled except after thirty (30)
7 days prior written notice to City, shall be primary and not contributing to any other
8 insurance or self-insurance maintained by City, and shall be endorsed to state that
9 coverage maintained by City shall be excess to and shall not contribute to
10 insurance or self-insurance maintained by Consultant. Consultant shall notify City
11 in writing within five (5) days after any insurance has been voided by the insurer or
12 cancelled by the insured.

13 D. If this coverage is written on a "claims made" basis, it must
14 provide for an extended reporting period of not less than one hundred eighty (180)
15 days, commencing on the date this Agreement expires or is terminated, unless
16 Consultant guarantees that Consultant will provide to City evidence of
17 uninterrupted, continuing coverage for a period of not less than three (3) years,
18 commencing on the date this Agreement expires or is terminated.

19 E. Consultant shall require that all subconsultants or contractors
20 that Consultant uses in the performance of these services maintain insurance in
21 compliance with this Section unless otherwise agreed in writing by City's Risk
22 Manager or designee.

23 F. Prior to the start of performance, Consultant shall deliver to
24 City certificates of insurance and the endorsements for approval as to sufficiency
25 and form. In addition, Consultant shall, within thirty (30) days prior to expiration of
26 the insurance, furnish to City certificates of insurance and endorsements
27 evidencing renewal of the insurance. City reserves the right to require complete
28 certified copies of all policies of Consultant and Consultant's subconsultants and

1 contractors, at any time. Consultant shall make available to City's Risk Manager
2 or designee all books, records and other information relating to this insurance,
3 during normal business hours.

4 G. Any modification or waiver of these insurance requirements
5 shall only be made with the approval of City's Risk Manager or designee. Not
6 more frequently than once a year, City's Risk Manager or designee may require
7 that Consultant, Consultant's subconsultants and contractors change the amount,
8 scope or types of coverages required in this Section if, in his or her sole opinion,
9 the amount, scope or types of coverages are not adequate.

10 H. The procuring or existence of insurance shall not be
11 construed or deemed as a limitation on liability relating to Consultant's
12 performance or as full performance of or compliance with the indemnification
13 provisions of this Agreement.

14 6. ASSIGNMENT AND SUBCONTRACTING. This Agreement
15 contemplates the personal services of Consultant and Consultant's employees, and the
16 parties acknowledge that a substantial inducement to City for entering this Agreement
17 was and is the professional reputation and competence of Consultant and Consultant's
18 employees. Consultant shall not assign its rights or delegate its duties under this
19 Agreement, or any interest in this Agreement, or any portion of it, without the prior
20 approval of City, except that Consultant may with the prior approval of the City Manager
21 of City, assign any moneys due or to become due Consultant under this Agreement. Any
22 attempted assignment or delegation shall be void, and any assignee or delegate shall
23 acquire no right or interest by reason of an attempted assignment or delegation.
24 Furthermore, Consultant shall not subcontract any portion of its performance without the
25 prior approval of the City Manager or designee, or substitute an approved subconsultant
26 or contractor without approval prior to the substitution. Nothing stated in this Section
27 shall prevent Consultant from employing as many employees as Consultant deems
28 necessary for performance of this Agreement.

1 7. CONFLICT OF INTEREST. Consultant, by executing this
2 Agreement, certifies that, at the time Consultant executes this Agreement and for its
3 duration, Consultant does not and will not perform services for any other client which
4 would create a conflict, whether monetary or otherwise, as between the interests of City
5 and the interests of that other client. And, Consultant shall obtain similar certifications
6 from Consultant's employees, subconsultants and contractors.

7 8. MATERIALS. Consultant shall furnish all labor and supervision,
8 supplies, materials, tools, machinery, equipment, appliances, transportation and services
9 necessary to or used in the performance of Consultant's obligations under this
10 Agreement, except as stated in Exhibit "C".

11 9. OWNERSHIP OF DATA. All materials, information and data
12 prepared, developed or assembled by Consultant or furnished to Consultant in
13 connection with this Agreement, including but not limited to documents, estimates,
14 calculations, studies, maps, graphs, charts, computer disks, computer source
15 documentation, samples, models, reports, summaries, drawings, designs, notes, plans,
16 information, material and memorandum ("Data") shall be the exclusive property of City.
17 Data shall be given to City, and City shall have the unrestricted right to use and disclose
18 the Data in any manner and for any purpose without payment of further compensation to
19 Consultant. Copies of Data may be retained by Consultant but Consultant warrants that
20 Data shall not be made available to any person or entity for use without the prior approval
21 of City. This warranty shall survive termination of this Agreement for five (5) years.

22 10. TERMINATION. Either party shall have the right to terminate this
23 Agreement for any reason or no reason at any time by giving fifteen (15) calendar days
24 prior notice to the other party. In the event of termination under this Section, City shall
25 pay Consultant for services satisfactorily performed and costs incurred up to the effective
26 date of termination for which Consultant has not been previously paid. The procedures
27 for payment in Section 1.B. with regard to invoices shall apply. On the effective date of
28 termination, Consultant shall deliver to City all Data developed or accumulated in the

1 performance of this Agreement, whether in draft or final form, or in process. And,
2 Consultant acknowledges and agrees that City's obligation to make final payment is
3 conditioned on Consultant's delivery of the Data to City.

4 11. CONFIDENTIALITY. Consultant shall keep all Data confidential and
5 shall not disclose the Data or use the Data directly or indirectly, other than in the course
6 of performing its services, during the term of this Agreement and for five (5) years
7 following expiration or termination of this Agreement. In addition, Consultant shall keep
8 confidential all information, whether written, oral or visual, obtained by any means
9 whatsoever in the course of performing its services for the same period of time.
10 Consultant shall not disclose any or all of the Data to any third party, or use it for
11 Consultant's own benefit or the benefit of others except for the purpose of this
12 Agreement.

13 12. BREACH OF CONFIDENTIALITY. Consultant shall not be liable for
14 a breach of confidentiality with respect to Data that: (a) Consultant demonstrates
15 Consultant knew prior to the time City disclosed it; or (b) is or becomes publicly available
16 without breach of this Agreement by Consultant; or (c) a third party who has a right to
17 disclose does so to Consultant without restrictions on further disclosure; or (d) must be
18 disclosed pursuant to subpoena or court order.

19 13. ADDITIONAL COSTS AND REDESIGN.

20 A. Any costs incurred by City due to Consultant's failure to meet
21 the standards required by the scope of work or Consultant's failure to perform fully
22 the tasks described in the scope of work which, in either case, causes City to
23 request that Consultant perform again all or part of the Scope of Work shall be at
24 the sole cost of Consultant and City shall not pay any additional compensation to
25 Consultant for its re-performance.

26 B. If the Project involves construction and the scope of work
27 requires Consultant to prepare plans and specifications with an estimate of the
28 cost of construction, then Consultant may be required to modify the plans and

1 specifications, any construction documents relating to the plans and specifications,
2 and Consultant's estimate, at no cost to City, when the lowest bid for construction
3 received by City exceeds by more than ten percent (10%) Consultant's estimate.
4 This modification shall be submitted in a timely fashion to allow City to receive new
5 bids within four (4) months after the date on which the original plans and
6 specifications were submitted by Consultant.

7 14. AMENDMENT. This Agreement, including all Exhibits, shall not be
8 amended, nor any provision or breach waived, except in writing signed by the parties
9 which expressly refers to this Agreement.

10 15. LAW. This Agreement shall be governed by and construed pursuant
11 to the laws of the State of California (except those provisions of California law pertaining
12 to conflicts of laws). Consultant shall comply with all laws, ordinances, rules and
13 regulations of and obtain all permits, licenses and certificates required by all federal, state
14 and local governmental authorities.

15 16. ENTIRE AGREEMENT. This Agreement, including all Exhibits,
16 constitutes the entire understanding between the parties and supersedes all other
17 agreements, oral or written, with respect to the subject matter in this Agreement.

18 17. INDEMNITY. Consultant shall, with respect to services performed in
19 connection with this Agreement, indemnify and hold harmless City, its Boards,
20 Commissions, and their officials, employees and agents (collectively in this Section,
21 "City") from and against any and all liability, claims, allegations, demands, damage, loss,
22 causes of action, proceedings, penalties, costs and expenses (including attorney's fees,
23 court costs, and expert and witness fees) (collectively "Claims" or individually "Claim")
24 arising, directly or indirectly, in whole or in part, out of any negligent act or omission of
25 Consultant, its officers, employees, agents, sub-consultants or anyone under
26 Consultant's control (collectively "Indemnitor"), breach of this Agreement by Indemnitor,
27 misrepresentation or willful misconduct by Indemnitor, and Claims by any employee of
28 Indemnitor relating in any way to workers' compensation. Independent of the duty to

1 indemnify and as a free-standing duty on the part of Consultant, Consultant shall defend
2 City and shall continue this defense until the Claim is resolved, whether by settlement,
3 judgment or otherwise. No finding or judgment of negligence, fault, breach or the like on
4 the part of Indemnitor shall be required for the duty to defend to arise. Consultant shall
5 notify City of any Claim within ten (10) days. Likewise, City shall notify Consultant of any
6 Claim, shall tender the defense of the Claim to Consultant, and shall assist Consultant at
7 Consultant's sole expense, as may be reasonably requested, in the defense.

8 18. AMBIGUITY. In the event of any conflict or ambiguity between this
9 Agreement and any Exhibit, the provisions of this Agreement shall govern.

10 19. COSTS. If there is any legal proceeding between the parties to
11 enforce or interpret this Agreement or to protect or establish any rights or remedies under
12 it, the prevailing party shall be entitled to its costs, including reasonable attorneys' fees.

13 20. NONDISCRIMINATION.

14 A. In connection with performance of this Agreement and subject
15 to applicable rules and regulations, Consultant shall not discriminate against any
16 employee or applicant for employment because of race, religion, national origin,
17 color, age, sex, sexual orientation, gender identity, AIDS, HIV status, handicap or
18 disability. Consultant shall ensure that applicants are employed, and that
19 employees are treated during their employment, without regard to these bases.
20 These actions shall include, but not be limited to, the following: employment,
21 upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or
22 termination; rates of pay or other forms of compensation; and selection for training,
23 including apprenticeship.

24 B. It is the policy of City to encourage the participation of
25 Disadvantaged, Minority and Women-Owned Business Enterprises in City's
26 procurement process, and Consultant agrees to use its best efforts to carry out
27 this policy in its use of subconsultants and contractors to the fullest extent
28 consistent with the efficient performance of this Agreement. Consultant may rely

1 on written representations by subconsultants and contractors regarding their
2 status. City's policy is attached as Exhibit "D" to this Agreement. Consultant shall
3 report to City in May and in December or, in the case of short-term agreements,
4 prior to invoicing for final payment, the names of all subconsultants and
5 contractors hired by Consultant for this Project and information on whether or not
6 they are a Disadvantaged, Minority or Women-Owned Business Enterprise, as
7 defined in Section 8 of the Small Business Act (15 U.S.C. Sec. 637).

8 21. NOTICES. Any notice or approval required by this Agreement shall
9 be in writing and personally delivered or deposited in the U.S. Postal Service, first class,
10 postage prepaid, addressed to Consultant at the address first stated above, and to City at
11 333 West Ocean Boulevard, Long Beach, California 90802, Attn: City Manager, with a
12 copy to the City Engineer at the same address. Notice of change of address shall be
13 given in the same manner as stated for other notices. Notice shall be deemed given on
14 the date deposited in the mail or on the date personal delivery is made, whichever occurs
15 first.

16 22. COPYRIGHTS AND PATENT RIGHTS.

17 A. Consultant shall place the following copyright protection on all
18 Data: © City of Long Beach, California _____, inserting the appropriate year.

19 B. City reserves the exclusive right to seek and obtain a patent
20 or copyright registration on any Data or other result arising from Consultant's
21 performance of this Agreement. By executing this Agreement, Consultant assigns
22 any ownership interest Consultant may have in the Data to City.

23 C. Consultant warrants that the Data does not violate or infringe
24 any patent, copyright, trade secret or other proprietary right of any other party.
25 Consultant agrees to and shall protect, defend, indemnify and hold City, its officials
26 and employees harmless from any and all claims, demands, damages, loss,
27 liability, causes of action, costs or expenses (including reasonable attorney's fees)
28 whether or not reduced to judgment, arising from any breach or alleged breach of

1 this warranty.

2 23. COVENANT AGAINST CONTINGENT FEES. Consultant warrants
3 that Consultant has not employed or retained any entity or person to solicit or obtain this
4 Agreement and that Consultant has not paid or agreed to pay any entity or person any
5 fee, commission or other monies based on or from the award of this Agreement. If
6 Consultant breaches this warranty, City shall have the right to terminate this Agreement
7 immediately notwithstanding the provisions of Section 10 or, in its discretion, to deduct
8 from payments due under this Agreement or otherwise recover the full amount of the fee,
9 commission or other monies.

10 24. WAIVER. The acceptance of any services or the payment of any
11 money by City shall not operate as a waiver of any provision of this Agreement or of any
12 right to damages or indemnity stated in this Agreement. The waiver of any breach of this
13 Agreement shall not constitute a waiver of any other or subsequent breach of this
14 Agreement.

15 25. CONTINUATION. Termination or expiration of this Agreement shall
16 not affect rights or liabilities of the parties which accrued pursuant to Sections 7, 10, 11,
17 17, 19, 22 and 28 prior to termination or expiration of this Agreement.

18 26. TAX REPORTING. As required by federal and state law, City is
19 obligated to and will report the payment of compensation to Consultant on Form 1099-
20 Misc. Consultant shall be solely responsible for payment of all federal and state taxes
21 resulting from payments under this Agreement. Consultant's Employer Identification
22 Number is _____. If Consultant has a Social Security Number rather than an
23 Employer Identification Number, then Consultant shall submit that Social Security
24 Number in writing to City's Accounts Payable, Department of Financial Management.
25 Consultant acknowledges and agrees that City has no obligation to pay Consultant until
26 Consultant provides one of these numbers.

27 27. ADVERTISING. Consultant shall not use the name of City, its
28 officials or employees in any advertising or solicitation for business or as a reference,

OFFICE OF THE CITY ATTORNEY
ROBERT E. SHANNON, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

1 without the prior approval of the City Manager or designee.

2 28. AUDIT. City shall have the right at all reasonable times during the
3 term of this Agreement and for a period of five (5) years after termination or expiration of
4 this Agreement to examine, audit, inspect, review, extract information from and copy all
5 books, records, accounts and other documents of Consultant relating to this Agreement.

6 29. THIRD PARTY BENEFICIARY. This Agreement is not intended or
7 designed to or entered for the purpose of creating any benefit or right for any person or
8 entity of any kind that is not a party to this Agreement.

9 IN WITNESS WHEREOF, the parties have caused this document to be duly
10 executed with all formalities required by law as of the date first stated above.

11 (NAME OF CONSULTANT)
12 _____, 200_ By _____

13
14 _____
15 Type or Print Name

16 _____, 200_ By _____

17 _____
18 Type or Print Name

19 "Consultant"
20 CITY OF LONG BEACH, a municipal
21 corporation

22 _____, 200_ By _____
23 City Manager

24 "City"
25 This Agreement is approved as to form on _____, 200_.

26 ROBERT E. SHANNON, City Attorney
27 By _____
28 Deputy



City of Long Beach
Purchasing Division
333 W Ocean Blvd/7th Floor
Long Beach CA 90802

City of Long Beach
Request For Proposal Number TS 09-049
For
Licensing & Implementation of a
Customer Information System

Release Date: September 1, 2009
Mandatory Pre-Proposal Meeting: September 22, 2009
Due Date: October 16, 2009

For additional information, please contact:
Erik Sund, 562-570-6663

This RFP is available in an alternative format by calling 562-570-6200

See Page 4 for instructions on submitting proposals.

Company Name _____ Contact Person _____

Address _____ City _____ State _____ Zip _____

Telephone (____) _____ Fax (____) _____ Federal Tax ID No. _____

Prices contained in this proposal are subject to acceptance within _____ calendar days.

I have read, understand, and agree to all terms and conditions herein. Date _____

Signed _____

Print Name & Title _____



City of Long Beach
Purchasing Division
333 W Ocean Blvd/7th Floor
Long Beach CA 90802

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City of Long Beach
Purchasing Division
333 W Ocean Blvd/7th Floor
Long Beach CA 90802

The City will not be held responsible for proposal envelopes mishandled as a result of the envelope not being properly prepared. Facsimile or telephone proposals will NOT be considered unless otherwise authorized; however, proposals may be modified by fax or written notice provided such notice is received prior to the opening of the proposals.

1. OVERVIEW OF PROJECT

Refer to Section A1 page 1 of 200 attached.

2. ACRONYMS/DEFINITIONS

For the purposes of this RFP, the following acronyms/definitions will be used:

Awarded Vendor The organization/individual that is awarded and has an approved contract with the City of Long Beach, California for the services identified in this RFP.

Department Finance Department/Commercial Services Bureau/Utility Services Division.

Evaluation Committee An independent committee comprised solely of representatives of the City established to review proposals submitted in response to the RFP, score the proposals, and select a vendor.

May Indicates something that is not mandatory but permissible.

RFP Request for Proposal.

Shall/Must Indicates a mandatory requirement. Failure to meet a mandatory requirement may result in the rejection of a proposal as non-responsive.

Should Indicates something that is recommended but not mandatory. If the vendor fails to provide recommended information, the City may, at its sole option, ask the vendor to provide the information or evaluate the proposal without the information.

City The City of Long Beach and any department or agency identified herein.

Subcontractor Third party not directly employed by the vendor who will provide services identified in this RFP.

Vendor Organization/individual submitting a proposal in response to this RFP.

Refer to Exhibit 7 for additional Acronyms and Definitions specific to this RFP.



City of Long Beach
 Purchasing Division
 333 W Ocean Blvd/7th Floor
 Long Beach CA 90802

3. SCOPE OF PROJECT

Refer to Section A, Scope of Work, page 1 of 200 for details concerning this Project.

4. SUBMITTAL INSTRUCTIONS

4.1 **There will be a mandatory pre-proposal conference held at the Main Library Auditorium, 101 Pacific Avenue (next to City Hall) on September 22, 2009 at 10:30 am. Failure to attend the mandatory conference will result in your proposal not being considered.** The Technology Services Dept will accept questions and/or comments in writing. For questions regarding this RFP, submit all inquiries via email to CIS-RFP@longbeach.gov by September 23, 2009. Responses to the questions will be posted on the City’s website purchasing.longbeach.gov under the “Bids/RFPs” tab no later than **September 29, 2009**. All proposers are recommended to visit the abovementioned City website on a regular basis as the responses may be posted earlier than the date above.

4.2 RFP Timeline

Projected Timetable

The following projected timetable should be used as a working guide for planning purposes. City of Long Beach reserves the right to adjust this timetable as required during the course of the RFP process.

Event Description	Target Date(s)
Request for Proposal Issued	September 1, 2009
Vendor Review of RFP	September 1-September 21, 2009
Mandatory Pre-Proposal Conference	September 22, 2009
Deadline for Receipt of Questions (by 3PM)	September 23, 2009
Amendment/Response to Questions Issued	September 29, 2009
Vendor Proposal Preparation	September 30 – October 15, 2009
Proposals Due (by 3:00 PM)	October 16, 2009
Phase I Proposal Evaluation	October 19-November 10, 2009
Notification of Short-List/Finalists	November 11, 2009
Vendor Preparation for Onsite Presentations and Reference Checks	November 11- November 29, 2009
Finalist #1 – Onsite Demonstration	November 30-December 3, 2009
Finalist #2 – Onsite Demonstration	December 7 – December 10, 2009
Finalist #3 – Onsite Demonstration	December 14 – December 17, 2009
Site Visits – if required	January 4 –January 8, 2010
Finalist #1 - Fact-Finding Week	January 11-14, 2010
Finalist #2 - Fact-Finding Week	January 18-21, 2010
Finalist #3 - Fact-Finding Week	January 25-28, 2010
Finalist #1 – Amended Technical and Cost Section and Statement of Work Due	January 28, 2010



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Finalist #2 – Amended Technical and Cost Section and Statement of Work Due	February 4, 2010
Finalist #3 – Amended Technical and Cost Section and Statement of Work Due	February 11, 2010
Phase 4 Proposal Evaluation	February 12- March 10, 2010
Announcement of Selected Vendor	March 11, 2010
Complete Contract Negotiations/Execute Contract	ASAP

NOTE: These dates represent a tentative schedule of events. The City reserves the right to modify these dates at any time, with appropriate notice to prospective vendors.

- 4.3 Vendors shall submit one (1) original proposal marked “ORIGINAL” and nine (9) identical copies plus one (1) electronic version (*MS Word required*) on a compact disk, DVD or ‘flash drive’ as follows:

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Attn: Peggy L Chambers
333 W Ocean Blvd/7th Floor
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Proposals shall be clearly labeled in a sealed envelope or box as follows:

REQUEST FOR PROPOSAL NO.: TS 09-049
FOR: Licensing & Implementation of a CIS

- 4.4 Proposals must be received by **3 pm local time, October 16, 2009**. Proposals that do not arrive by the specified date and time WILL NOT BE ACCEPTED. Vendors may submit their proposal any time prior to the above stated deadline.
- 4.5 The proposal should be presented in a format that corresponds to and references sections indicated in Section A2 and should be presented in the same order. Responses to each section and subsection should be labeled so as to indicate which item is being addressed. For ease of evaluation, proposals should be presented in the format described within this RFP with all sections delineated by tabs corresponding to the table of contents.
- 4.6 Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, and on completeness and clarity of content.



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- 4.7 Descriptions on how any and all equipment and/or services will be used to meet the requirements of this RFP shall be given, in detail, along with any additional information documents that are appropriately marked.
- 4.8 The proposal must be signed by the individual(s) legally authorized to bind the vendor.
- 4.9 If complete responses cannot be provided without referencing supporting documentation, such documentation must be provided with the proposal and specific references made to the tab, page, section and/or paragraph where the supplemental information can be found.
- 4.10 Proposals shall be submitted in two (2) distinct parts - the **narrative/technical proposal** and the **cost proposal**. THE NARRATIVE/TECHNICAL PROPOSAL MUST NOT INCLUDE COST AND PRICING INFORMATION. The narrative/technical proposal will be reviewed first and then the cost proposal. Therefore, each part should be **packaged separately, but submitted together**.

5. **PROPOSAL EVALUATION AND AWARD PROCESS**

- 5.1 Proposals shall be consistently evaluated [and scored] based upon the following criteria:
 - Demonstrated competence;
 - Experience in performance of comparable engagements;
 - Reasonableness of cost;
 - Expertise and availability of key personnel;
 - Financial stability; and
 - Conformance with the terms of this RFP.
- 5.2 Proposals shall be kept confidential until a contract is awarded.
- 5.3 The City may also contact the references provided in response to Section A3; contact any vendor to clarify any response; contact any current users of a vendor's services; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The City shall not be obligated to accept the lowest priced proposal, but shall make an award in the best interests of the City of Long Beach.
- 5.4 The City reserves the right to request clarification of any proposal term from prospective vendors.
- 5.5 Selected vendor(s) will be notified in writing. Any award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing vendors unless and until an agreement is



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reached. If contract negotiations cannot be concluded successfully, the City reserves the right to negotiate a contract with another vendor or withdraw the RFP

5.6 Any contract resulting from this RFP shall not be effective unless and until approved by the City Council.

6. PROJECT SPECIFICATIONS

Project specifications are provided in Sections A3 (page 5 of 200) and A4 (page 21 of 200) as well as referenced Exhibits.

7. WARRANTY/MAINTENANCE AND SERVICE

Please specify in detail the following:

7-1. The length and terms of the warranty/maintenance and service provided with each product.

7-2. For each product, vendors must specify if subcontractors will perform warranty/maintenance/service, location(s) where warranty/maintenance/service will be performed, along with contact name and phone number for each location.

8. COMPANY BACKGROUND AND REFERENCES

Refer to Section A3.1 Company Profile page 5 of 200.

8.1 REFERENCES

Refer to Section A3.1 Company Profile page 5 of 200.

8.2 BUSINESS LICENSE

The Long Beach Municipal Code (LBMC) requires all businesses operating in the City of Long Beach to pay a business license tax. In some cases the City may require a regulatory permit and/or evidence of a State or Federal license. Prior to issuing a business license, certain business types will require the business license application and/or business location to be reviewed by the Development Services, Fire, Health, and/or Police Departments. For more information, go to www.longbeach.gov/finance/business_license.

9. COST

Refer to Section A5 Initial Cost and Final Cost Section page 146 of 200.



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10. ADDITIONAL REQUIREMENTS FROM FUNDING SOURCE

Not applicable.

11. TERMS, CONDITIONS AND EXCEPTIONS

- 11.1 This contract will be for an initial term of two years with two one-year options to extend, at the option of the city.
- 11.2 The City reserves the right to alter, amend, or modify any provisions of this RFP, or to withdraw this RFP, at any time prior to the award of a contract pursuant hereto, if it is in the best interest of the City to do so.
- 11.3 The City reserves the right to waive informalities and minor irregularities in proposals received.
- 11.4 The City reserves the right to reject any or all proposals received prior to contract award.
- 11.5 The City shall not be obligated to accept the lowest priced proposal, but will make an award in the best interests of the City of Long Beach after all factors have been evaluated.
- 11.6 Any irregularities or lack of clarity in the RFP should be brought to the Purchasing Division designee's attention as soon as possible so that corrective addenda may be furnished to prospective vendors.
- 11.7 Proposals must include any and all proposed terms and conditions, including, without limitation, written warranties, maintenance/service agreements, license agreements, lease purchase agreements and the vendor's standard contract language. The omission of these documents may render a proposal non-responsive.
- 11.8 Alterations, modifications or variations to a proposal may not be considered unless authorized by the RFP or by addendum or amendment.
- 11.9 Proposals which appear unrealistic in the terms of technical commitments, lack of technical competence, or are indicative of failure to comprehend the complexity and risk of this contract, may be rejected.
- 11.10 Proposals may be withdrawn by written or facsimile notice received prior to the proposal opening time.



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- 11.11 The price and amount of this proposal must have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or prospective vendor.
- 11.12 No attempt may be made at any time to induce any firm or person to refrain from submitting a proposal or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.
- 11.13 Prices offered by vendors in their proposals are an irrevocable offer for the term of the contract and any contract extensions. The awarded vendor agrees to provide the purchased services at the costs, rates and fees as set forth in their proposal in response to this RFP. No other costs, rates or fees shall be payable to the awarded vendor for implementation of their proposal.
- 11.14 The City is not liable for any costs incurred by vendors prior to entering into a formal contract. Costs of developing the proposals or any other such expenses incurred by the vendor in responding to the RFP, are entirely the responsibility of the vendor, and shall not be reimbursed in any manner by the City.
- 11.15 Proposal will become public record after the award of a contract unless the proposal or specific parts of the proposal can be shown to be exempt by law. Each vendor may clearly label all or part of a proposal as "CONFIDENTIAL" provided that the vendor thereby agrees to indemnify and defend the City for honoring such a designation. The failure to so label any information that is released by the City shall constitute a complete waiver of any and all claims for damages caused by any release of the information.
- 11.16 A proposal submitted in response to this RFP must identify any subcontractors, and outline the contractual relationship between the awarded vendor and each subcontractor. An official of each proposed subcontractor must sign, and include as part of the proposal submitted in response to this RFP, a statement to the effect that the subcontractor has read and will agree to abide by the awarded vendor's obligations.
- 11.17 The awarded vendor will be the sole point of contract responsibility. The City will look solely to the awarded vendor for the performance of all contractual obligations which may result from an award based on this RFP, and the awarded vendor shall not be relieved for the non-performance of any or all subcontractors.
- 11.18 The awarded vendor must maintain, for the duration of its contract, insurance coverages as required by the City. Work on the contract shall not begin until after the awarded vendor has submitted acceptable evidence of the required insurance coverages. The City's insurance requirements are defined in the attached Pro-Forma Agreement (Attachment B).



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- 11.19 Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. The City reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.
- 11.20 Each vendor must include in its proposal a complete disclosure of any alleged significant prior or ongoing contract failures, any civil or criminal litigation or investigation pending which involves the vendor or in which the vendor has been judged guilty or liable. Failure to comply with the terms of this provision will disqualify any proposal. The City reserves the right to reject any proposal based upon the vendor's prior history with the City or with any other party, which documents, without limitation, unsatisfactory performance, adversarial or contentious demeanor, significant failure(s) to meet contract milestones or other contractual failures.
- 11.21 The City will not be liable for Federal, State, or Local excise taxes.
- 11.22 Execution of Attachment A of this RFP shall constitute an agreement to all terms and conditions specified in the RFP, including, without limitation, the Attachment B contract form and all terms and conditions therein, except such terms and conditions that the vendor expressly excludes.
- 11.23 The City reserves the right to negotiate final contract terms with any vendor selected. The contract between the parties will consist of the RFP together with any modifications thereto, and the awarded vendor's proposal, together with any modifications and clarifications thereto that are submitted at the request of the City during the evaluation and negotiation process. In the event of any conflict or contradiction between or among these documents, the documents shall control in the following order of precedence: the final executed contract, the RFP, any modifications and clarifications to the awarded vendor's proposal, and the awarded vendor's proposal. Specific exceptions to this general rule may be noted in the final executed contract.
- 11.24 Vendor understands and acknowledges that the representations above are material and important, and will be relied on by the City in evaluation of the proposal. Any vendor misrepresentation shall be treated as fraudulent concealment from the City of the true facts relating to the proposal.
- 11.25 No announcement concerning the award of a contract as a result of this RFP may be made without the prior written approval of the City.



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12. Bond Requirements

- 12.1 **Bidder's Bond in the amount of \$250,000 shall be submitted with the proposal.** Failure to submit a properly executed bid bond with the proposal shall result in the proposal not being evaluated.
- 12.2 Performance Bond in the amount of \$5 million will be required of the *awarded* vendor. After receiving notification, vendor will have 14 calendar days to submit the Performance Bond to the Purchasing Division, Attn: Peggy L Chambers, 333 W Ocean Blvd/7th Floor, Long Beach CA 90802.

Bidder directs the City's attention to Continuous Bidder's Bond (CBB) # _____ CC-LM-C, on file in the office of the City Clerk of the City of Long Beach. If a CBB is not on file, please accept the bidder's bond listed below:

CITY OF LONG BEACH BIDDER'S BOND

KNOW ALL MEN BY THESE PRESENTS: That we, _____, as Principal, and _____, a corporation, organized and existing under and by virtue of the laws of the State of _____, with a paid up capital of not less than Two Hundred Fifty Thousand Dollars (\$250,000), incorporated, as aforesaid, for the purpose of making, guaranteeing or becoming a surety upon bonds and undertakings required or authorized by law, and having heretofore complied with all of the requirements of law of the State of California regulating the formation or admission of such corporation to transact business in this State, as Surety, are held firmly bound unto the City of Long Beach, a municipal corporation, organized under the laws of the State of California, and situated in the County of Los Angeles, in the sum of **Two Hundred Fifty Thousand Dollars** (\$250,000) lawful money of the United States of America, for the payment whereof the Principal and sureties bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

The condition of the above obligation is such that:

The Principal is about to submit a proposal to the City of Long Beach for **Licensing & Implementation of a Customer Information System (RFP TS 09-049)** and is required by law and by the City to give this bond in connection with the bid.

If the bid of the Principal shall be accepted by the City of Long Beach and the contract for delivery of goods, materials, equipment or supplies, or for the furnishing of services, materials, supplies, labor and performing work, all as specified in the Specifications, notice inviting bids, and bid is awarded to the Principal, and if Principal shall execute and submit all contract documents and insurance within fifteen (15) calendar days after delivery of them to Principal, and if Principal shall, in connection with the contract, furnish and deliver to the City of Long Beach a good and sufficient faithful performance bond, if required in the notice inviting bids, and a good and sufficient labor and material (payment) bond, if required in the notice inviting bids, with surety or sureties, then this obligation shall be void; otherwise it shall remain in full force and effect.

Principal

Surety

The bond shall be signed by both parties and all signatures shall be notarized.

USE OF A NON-CITY OF LONG BEACH BID BOND MAY BE CAUSE FOR REJECTION

BID NO: _____
BOND NO: _____

BOND FOR FAITHFUL PERFORMANCE

KNOW ALL MEN BY THESE PRESENTS: That we, _____,
as PRINCIPAL, and _____, located at _____,
_____ a corporation, incorporated under the laws of the
State of _____, admitted as a surety in the State of California and authorized to transact business in the State of California, as
SURETY, are held and firmly bound unto the CITY OF LONG BEACH, CALIFORNIA, a municipal corporation, in the sum of _____ DOLLARS
(\$ _____), lawful money of the United States of America, for the payment of which sum, well and truly to be made, we bind
ourselves, our respective heirs, administrators, executors, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH THAT:

WHEREAS, said Principal has been awarded and is about to enter the annexed contract (incorporated herein by this reference) with
said City of Long Beach for the _____, and
is required by said City to give this bond in connection with the execution of said contract;

NOW, THEREFORE, if said Principal shall well and truly keep and faithfully perform all of the covenants, conditions, agreements and
obligations of said contract on said Principal's part to be kept, done and performed, at the times and in the manner specified therein, then this
obligation shall be null and void, otherwise it shall be and remain in full force and effect;

PROVIDED, that any modifications, alterations, or changes which may be made in said contract, or in the work to be done, or in the
services to be rendered, or in any materials or articles to be furnished pursuant to said contract, or the giving by the City of any extension of
time for the performance of said contract, or the giving of any other forbearance upon the part of either the City or the Principal to the other,
shall not in any way release the Principal or the Surety, or either of them, or their respective heirs, administrators, executors, successors or
assigns, from any liability arising hereunder, and notice to the Surety of any such modifications, alterations, changes, extensions or
forbearances is hereby waived. No premature payment by said City to said Principal shall release or exonerate the Surety, unless the officer of
said City ordering the payment shall have actual notice at the time the order is made that such payment is in fact premature, and then only to
the extent that such payment shall result in actual loss to the Surety, but in no event in an amount more than the amount of such premature
payment.

IN WITNESS WHEREOF, the above named Principal and Surety have executed, or caused to be executed, this instrument with all
of the formalities required by law on this _____ day of _____, 20 _____.

CONTRACTOR / PRINCIPAL

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

SURETY

By: _____
Name: _____
Title: _____
Telephone: _____

Approved as to form this _____ day of _____, 20 _____
ROBERT E. SHANNON, City Attorney
By: _____ Deputy

Approved as to sufficiency this _____ day of _____, 20 _____
By: _____ City Manager / City Engineer

- NOTE: 1. Execution of this bond must be acknowledged by both PRINCIPAL and SURETY before a Notary Public and a Notary's
certificate of acknowledgment must be attached.
2. A corporation must execute the bond by 2 authorized officers and, if executed by a person not listed in Sec. 313, Calif.
Corp. Code, then a certified copy of a resolution of its Board of Directors authorizing execution must be attached.

ATTACHMENT B – PRO-FORMA AGREEMENT

AGREEMENT

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OFFICE OF THE CITY ATTORNEY
ROBERT E. SHANNON, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

THIS AGREEMENT is made and entered, in duplicate, as of _____,
for reference purposes only, pursuant to a minute order adopted by the City Council of
the City of Long Beach at its meeting on _____, 200_, by and between (NAME
OF CONSULTANT), a (STATE) corporation/limited liability company etc ("Consultant"),
with a place of business at (ADDRESS), and the CITY OF LONG BEACH, a municipal
corporation ("City").

WHEREAS, City requires specialized services requiring unique skills to be
performed in connection with (SCOPE OF WORK ETC.) ("Project"); and

WHEREAS, City has selected Consultant in accordance with City's
administrative procedures and City has determined that Consultant and its employees
are qualified, licensed, if so required, and experienced in performing these specialized
services; and

WHEREAS, City desires to have Consultant perform these specialized
services, and Consultant is willing and able to do so on the terms and conditions in this
Agreement;

NOW, THEREFORE, in consideration of the mutual terms, covenants, and
conditions in this Agreement, the parties agree as follows:

1. SCOPE OF WORK OR SERVICES.

A. Consultant shall furnish specialized services more particularly
described in Exhibit "A", attached to this Agreement and incorporated by this
reference, in accordance with the standards of the profession, and City shall pay
for these services in the manner described below, not to exceed _____ Dollars
(\$_____), at the rates or charges shown in Exhibit "A".

B. Consultant may select the time and place of performance for
these services; provided, however, that access to City documents, records and the
like, if needed by Consultant, shall be available only during City's normal business

1 hours and provided that milestones for performance, if any, are met.

2 C. Consultant has requested to receive regular payments. City
3 shall pay Consultant in due course of payments following receipt from Consultant
4 and approval by City of invoices showing the services or task performed, the time
5 expended (if billing is hourly), and the name of the Project. Consultant shall certify
6 on the invoices that Consultant has performed the services in full conformance
7 with this Agreement and is entitled to receive payment. Each invoice shall be
8 accompanied by a progress report indicating the progress to date of services
9 performed and covered by the invoice, including a brief statement of any Project
10 problems and potential causes of delay in performance, and listing those services
11 that are projected for performance by Consultant during the next invoice cycle.
12 Where billing is done and payment is made on an hourly basis, the parties
13 acknowledge that this arrangement is either customary practice for Consultant's
14 profession, industry or business, or is necessary to satisfy audit and legal
15 requirements which may arise due to the fact that City is a municipality.

16 D. Consultant represents that Consultant has obtained all
17 necessary information on conditions and circumstances that may affect its
18 performance and has conducted site visits, if necessary.

19 E. CAUTION: Consultant shall not begin work until this
20 Agreement has been signed by both parties and until Consultant's evidence of
21 insurance has been delivered to and approved by City.

22 2. TERM. The term of this Agreement shall commence at midnight on
23 (BEGINNING DATE), and shall terminate at 11:59 p.m. on (ENDING DATE), unless
24 sooner terminated as provided in this Agreement, or unless the services or the Project is
25 completed sooner.

26 3. COORDINATION AND ORGANIZATION.

27 A. Consultant shall coordinate its performance with City's
28 representative, if any, named in Exhibit "B", attached to this Agreement and

1 incorporated by this reference. Consultant shall advise and inform City's
2 representative of the work in progress on the Project in sufficient detail so as to
3 assist City's representative in making presentations and in holding meetings on
4 the Project. City shall furnish to Consultant information or materials, if any,
5 described in Exhibit "C", attached to this Agreement and incorporated by this
6 reference, and shall perform any other tasks described in the Exhibit.

7 B. The parties acknowledge that a substantial inducement to City
8 for entering this Agreement was and is the reputation and skill of Consultant's key
9 employee, _____. City shall have the right to approve any person
10 proposed by Consultant to replace that key employee.

11 4. INDEPENDENT CONTRACTOR. In performing its services,
12 Consultant is and shall act as an independent contractor and not an employee,
13 representative or agent of City. Consultant shall have control of Consultant's work and
14 the manner in which it is performed. Consultant shall be free to contract for similar
15 services to be performed for others during this Agreement; provided, however, that
16 Consultant acts in accordance with Section 9 and Section 11 of this Agreement.
17 Consultant acknowledges and agrees that (a) City will not withhold taxes of any kind from
18 Consultant's compensation; (b) City will not secure workers' compensation or pay
19 unemployment insurance to, for or on Consultant's behalf; and (c) City will not provide
20 and Consultant is not entitled to any of the usual and customary rights, benefits or
21 privileges of City employees. Consultant expressly warrants that neither Consultant nor
22 any of Consultant's employees or agents shall represent themselves to be employees or
23 agents of City.

24 5. INSURANCE.

25 A. As a condition precedent to the effectiveness of this
26 Agreement, Consultant shall procure and maintain, at Consultant's expense for the
27 duration of this Agreement, from insurance companies that are admitted to write
28 insurance in California and have ratings of or equivalent to A:V by A.M. Best

1 Company or from authorized non-admitted insurance companies subject to
2 Section 1763 of the California Insurance Code and that have ratings of or
3 equivalent to A:VIII by A.M. Best Company, the following insurance:

4 (a) Commercial general liability insurance (equivalent in scope to
5 ISO form CG 00 01 11 85 or CG 00 01 10 93) in an amount not less than
6 \$1,000,000 per each occurrence and \$2,000,000 general aggregate. This
7 coverage shall include but not be limited to broad form contractual liability,
8 cross liability, independent contractors liability, and products and
9 completed operations liability. City, its boards and commissions, and their
10 officials, employees and agents shall be named as additional insureds by
11 endorsement (on City's endorsement form or on an endorsement
12 equivalent in scope to ISO form CG 20 10 11 85 or CG 20 26 11 85), and
13 this insurance shall contain no special limitations on the scope of
14 protection given to City, its boards and commissions, and their officials,
15 employees and agents. This policy shall be endorsed to state that the
16 insurer waives its right of subrogation against City, its boards and
17 commissions, and their officials, employees and agents.

18 (b) Workers' Compensation insurance as required by the California
19 Labor Code and employer's liability insurance in an amount not less than
20 \$1,000,000. This policy shall be endorsed to state that the insurer waives
21 its right of subrogation against City, its boards and commissions, and their
22 officials, employees and agents.

23 (c) Professional liability or errors and omissions insurance in an
24 amount not less than \$1,000,000 per claim.

25 (d) Commercial automobile liability insurance (equivalent in scope
26 to ISO form CA 00 01 06 92), covering Auto Symbol 1 (Any Auto) in an
27 amount not less than \$500,000 combined single limit per accident.

28 B. Any self-insurance program, self-insured retention, or

1 deductible must be separately approved in writing by City's Risk Manager or
2 designee and shall protect City, its officials, employees and agents in the same
3 manner and to the same extent as they would have been protected had the policy
4 or policies not contained retention or deductible provisions.

5 C. Each insurance policy shall be endorsed to state that
6 coverage shall not be reduced, non-renewed or canceled except after thirty (30)
7 days prior written notice to City, shall be primary and not contributing to any other
8 insurance or self-insurance maintained by City, and shall be endorsed to state that
9 coverage maintained by City shall be excess to and shall not contribute to
10 insurance or self-insurance maintained by Consultant. Consultant shall notify City
11 in writing within five (5) days after any insurance has been voided by the insurer or
12 cancelled by the insured.

13 D. If this coverage is written on a "claims made" basis, it must
14 provide for an extended reporting period of not less than one hundred eighty (180)
15 days, commencing on the date this Agreement expires or is terminated, unless
16 Consultant guarantees that Consultant will provide to City evidence of
17 uninterrupted, continuing coverage for a period of not less than three (3) years,
18 commencing on the date this Agreement expires or is terminated.

19 E. Consultant shall require that all subconsultants or contractors
20 that Consultant uses in the performance of these services maintain insurance in
21 compliance with this Section unless otherwise agreed in writing by City's Risk
22 Manager or designee.

23 F. Prior to the start of performance, Consultant shall deliver to
24 City certificates of insurance and the endorsements for approval as to sufficiency
25 and form. In addition, Consultant shall, within thirty (30) days prior to expiration of
26 the insurance, furnish to City certificates of insurance and endorsements
27 evidencing renewal of the insurance. City reserves the right to require complete
28 certified copies of all policies of Consultant and Consultant's subconsultants and

1 contractors, at any time. Consultant shall make available to City's Risk Manager
2 or designee all books, records and other information relating to this insurance,
3 during normal business hours.

4 G. Any modification or waiver of these insurance requirements
5 shall only be made with the approval of City's Risk Manager or designee. Not
6 more frequently than once a year, City's Risk Manager or designee may require
7 that Consultant, Consultant's subconsultants and contractors change the amount,
8 scope or types of coverages required in this Section if, in his or her sole opinion,
9 the amount, scope or types of coverages are not adequate.

10 H. The procuring or existence of insurance shall not be
11 construed or deemed as a limitation on liability relating to Consultant's
12 performance or as full performance of or compliance with the indemnification
13 provisions of this Agreement.

14 6. ASSIGNMENT AND SUBCONTRACTING. This Agreement
15 contemplates the personal services of Consultant and Consultant's employees, and the
16 parties acknowledge that a substantial inducement to City for entering this Agreement
17 was and is the professional reputation and competence of Consultant and Consultant's
18 employees. Consultant shall not assign its rights or delegate its duties under this
19 Agreement, or any interest in this Agreement, or any portion of it, without the prior
20 approval of City, except that Consultant may with the prior approval of the City Manager
21 of City, assign any moneys due or to become due Consultant under this Agreement. Any
22 attempted assignment or delegation shall be void, and any assignee or delegate shall
23 acquire no right or interest by reason of an attempted assignment or delegation.
24 Furthermore, Consultant shall not subcontract any portion of its performance without the
25 prior approval of the City Manager or designee, or substitute an approved subconsultant
26 or contractor without approval prior to the substitution. Nothing stated in this Section
27 shall prevent Consultant from employing as many employees as Consultant deems
28 necessary for performance of this Agreement.

1 7. CONFLICT OF INTEREST. Consultant, by executing this
2 Agreement, certifies that, at the time Consultant executes this Agreement and for its
3 duration, Consultant does not and will not perform services for any other client which
4 would create a conflict, whether monetary or otherwise, as between the interests of City
5 and the interests of that other client. And, Consultant shall obtain similar certifications
6 from Consultant's employees, subconsultants and contractors.

7 8. MATERIALS. Consultant shall furnish all labor and supervision,
8 supplies, materials, tools, machinery, equipment, appliances, transportation and services
9 necessary to or used in the performance of Consultant's obligations under this
10 Agreement, except as stated in Exhibit "C".

11 9. OWNERSHIP OF DATA. All materials, information and data
12 prepared, developed or assembled by Consultant or furnished to Consultant in
13 connection with this Agreement, including but not limited to documents, estimates,
14 calculations, studies, maps, graphs, charts, computer disks, computer source
15 documentation, samples, models, reports, summaries, drawings, designs, notes, plans,
16 information, material and memorandum ("Data") shall be the exclusive property of City.
17 Data shall be given to City, and City shall have the unrestricted right to use and disclose
18 the Data in any manner and for any purpose without payment of further compensation to
19 Consultant. Copies of Data may be retained by Consultant but Consultant warrants that
20 Data shall not be made available to any person or entity for use without the prior approval
21 of City. This warranty shall survive termination of this Agreement for five (5) years.

22 10. TERMINATION. Either party shall have the right to terminate this
23 Agreement for any reason or no reason at any time by giving fifteen (15) calendar days
24 prior notice to the other party. In the event of termination under this Section, City shall
25 pay Consultant for services satisfactorily performed and costs incurred up to the effective
26 date of termination for which Consultant has not been previously paid. The procedures
27 for payment in Section 1.B. with regard to invoices shall apply. On the effective date of
28 termination, Consultant shall deliver to City all Data developed or accumulated in the

1 performance of this Agreement, whether in draft or final form, or in process. And,
2 Consultant acknowledges and agrees that City's obligation to make final payment is
3 conditioned on Consultant's delivery of the Data to City.

4 11. CONFIDENTIALITY. Consultant shall keep all Data confidential and
5 shall not disclose the Data or use the Data directly or indirectly, other than in the course
6 of performing its services, during the term of this Agreement and for five (5) years
7 following expiration or termination of this Agreement. In addition, Consultant shall keep
8 confidential all information, whether written, oral or visual, obtained by any means
9 whatsoever in the course of performing its services for the same period of time.
10 Consultant shall not disclose any or all of the Data to any third party, or use it for
11 Consultant's own benefit or the benefit of others except for the purpose of this
12 Agreement.

13 12. BREACH OF CONFIDENTIALITY. Consultant shall not be liable for
14 a breach of confidentiality with respect to Data that: (a) Consultant demonstrates
15 Consultant knew prior to the time City disclosed it; or (b) is or becomes publicly available
16 without breach of this Agreement by Consultant; or (c) a third party who has a right to
17 disclose does so to Consultant without restrictions on further disclosure; or (d) must be
18 disclosed pursuant to subpoena or court order.

19 13. ADDITIONAL COSTS AND REDESIGN.

20 A. Any costs incurred by City due to Consultant's failure to meet
21 the standards required by the scope of work or Consultant's failure to perform fully
22 the tasks described in the scope of work which, in either case, causes City to
23 request that Consultant perform again all or part of the Scope of Work shall be at
24 the sole cost of Consultant and City shall not pay any additional compensation to
25 Consultant for its re-performance.

26 B. If the Project involves construction and the scope of work
27 requires Consultant to prepare plans and specifications with an estimate of the
28 cost of construction, then Consultant may be required to modify the plans and

1 specifications, any construction documents relating to the plans and specifications,
2 and Consultant's estimate, at no cost to City, when the lowest bid for construction
3 received by City exceeds by more than ten percent (10%) Consultant's estimate.
4 This modification shall be submitted in a timely fashion to allow City to receive new
5 bids within four (4) months after the date on which the original plans and
6 specifications were submitted by Consultant.

7 14. AMENDMENT. This Agreement, including all Exhibits, shall not be
8 amended, nor any provision or breach waived, except in writing signed by the parties
9 which expressly refers to this Agreement.

10 15. LAW. This Agreement shall be governed by and construed pursuant
11 to the laws of the State of California (except those provisions of California law pertaining
12 to conflicts of laws). Consultant shall comply with all laws, ordinances, rules and
13 regulations of and obtain all permits, licenses and certificates required by all federal, state
14 and local governmental authorities.

15 16. ENTIRE AGREEMENT. This Agreement, including all Exhibits,
16 constitutes the entire understanding between the parties and supersedes all other
17 agreements, oral or written, with respect to the subject matter in this Agreement.

18 17. INDEMNITY. Consultant shall, with respect to services performed in
19 connection with this Agreement, indemnify and hold harmless City, its Boards,
20 Commissions, and their officials, employees and agents (collectively in this Section,
21 "City") from and against any and all liability, claims, allegations, demands, damage, loss,
22 causes of action, proceedings, penalties, costs and expenses (including attorney's fees,
23 court costs, and expert and witness fees) (collectively "Claims" or individually "Claim")
24 arising, directly or indirectly, in whole or in part, out of any negligent act or omission of
25 Consultant, its officers, employees, agents, sub-consultants or anyone under
26 Consultant's control (collectively "Indemnitor"), breach of this Agreement by Indemnitor,
27 misrepresentation or willful misconduct by Indemnitor, and Claims by any employee of
28 Indemnitor relating in any way to workers' compensation. Independent of the duty to

1 indemnify and as a free-standing duty on the part of Consultant, Consultant shall defend
2 City and shall continue this defense until the Claim is resolved, whether by settlement,
3 judgment or otherwise. No finding or judgment of negligence, fault, breach or the like on
4 the part of Indemnitor shall be required for the duty to defend to arise. Consultant shall
5 notify City of any Claim within ten (10) days. Likewise, City shall notify Consultant of any
6 Claim, shall tender the defense of the Claim to Consultant, and shall assist Consultant at
7 Consultant's sole expense, as may be reasonably requested, in the defense.

8 18. AMBIGUITY. In the event of any conflict or ambiguity between this
9 Agreement and any Exhibit, the provisions of this Agreement shall govern.

10 19. COSTS. If there is any legal proceeding between the parties to
11 enforce or interpret this Agreement or to protect or establish any rights or remedies under
12 it, the prevailing party shall be entitled to its costs, including reasonable attorneys' fees.

13 20. NONDISCRIMINATION.

14 A. In connection with performance of this Agreement and subject
15 to applicable rules and regulations, Consultant shall not discriminate against any
16 employee or applicant for employment because of race, religion, national origin,
17 color, age, sex, sexual orientation, gender identity, AIDS, HIV status, handicap or
18 disability. Consultant shall ensure that applicants are employed, and that
19 employees are treated during their employment, without regard to these bases.
20 These actions shall include, but not be limited to, the following: employment,
21 upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or
22 termination; rates of pay or other forms of compensation; and selection for training,
23 including apprenticeship.

24 B. It is the policy of City to encourage the participation of
25 Disadvantaged, Minority and Women-Owned Business Enterprises in City's
26 procurement process, and Consultant agrees to use its best efforts to carry out
27 this policy in its use of subconsultants and contractors to the fullest extent
28 consistent with the efficient performance of this Agreement. Consultant may rely

1 on written representations by subconsultants and contractors regarding their
2 status. City's policy is attached as Exhibit "D" to this Agreement. Consultant shall
3 report to City in May and in December or, in the case of short-term agreements,
4 prior to invoicing for final payment, the names of all subconsultants and
5 contractors hired by Consultant for this Project and information on whether or not
6 they are a Disadvantaged, Minority or Women-Owned Business Enterprise, as
7 defined in Section 8 of the Small Business Act (15 U.S.C. Sec. 637).

8 21. NOTICES. Any notice or approval required by this Agreement shall
9 be in writing and personally delivered or deposited in the U.S. Postal Service, first class,
10 postage prepaid, addressed to Consultant at the address first stated above, and to City at
11 333 West Ocean Boulevard, Long Beach, California 90802, Attn: City Manager, with a
12 copy to the City Engineer at the same address. Notice of change of address shall be
13 given in the same manner as stated for other notices. Notice shall be deemed given on
14 the date deposited in the mail or on the date personal delivery is made, whichever occurs
15 first.

16 22. COPYRIGHTS AND PATENT RIGHTS.

17 A. Consultant shall place the following copyright protection on all
18 Data: © City of Long Beach, California _____, inserting the appropriate year.

19 B. City reserves the exclusive right to seek and obtain a patent
20 or copyright registration on any Data or other result arising from Consultant's
21 performance of this Agreement. By executing this Agreement, Consultant assigns
22 any ownership interest Consultant may have in the Data to City.

23 C. Consultant warrants that the Data does not violate or infringe
24 any patent, copyright, trade secret or other proprietary right of any other party.
25 Consultant agrees to and shall protect, defend, indemnify and hold City, its officials
26 and employees harmless from any and all claims, demands, damages, loss,
27 liability, causes of action, costs or expenses (including reasonable attorney's fees)
28 whether or not reduced to judgment, arising from any breach or alleged breach of

1 this warranty.

2 23. COVENANT AGAINST CONTINGENT FEES. Consultant warrants
3 that Consultant has not employed or retained any entity or person to solicit or obtain this
4 Agreement and that Consultant has not paid or agreed to pay any entity or person any
5 fee, commission or other monies based on or from the award of this Agreement. If
6 Consultant breaches this warranty, City shall have the right to terminate this Agreement
7 immediately notwithstanding the provisions of Section 10 or, in its discretion, to deduct
8 from payments due under this Agreement or otherwise recover the full amount of the fee,
9 commission or other monies.

10 24. WAIVER. The acceptance of any services or the payment of any
11 money by City shall not operate as a waiver of any provision of this Agreement or of any
12 right to damages or indemnity stated in this Agreement. The waiver of any breach of this
13 Agreement shall not constitute a waiver of any other or subsequent breach of this
14 Agreement.

15 25. CONTINUATION. Termination or expiration of this Agreement shall
16 not affect rights or liabilities of the parties which accrued pursuant to Sections 7, 10, 11,
17 17, 19, 22 and 28 prior to termination or expiration of this Agreement.

18 26. TAX REPORTING. As required by federal and state law, City is
19 obligated to and will report the payment of compensation to Consultant on Form 1099-
20 Misc. Consultant shall be solely responsible for payment of all federal and state taxes
21 resulting from payments under this Agreement. Consultant's Employer Identification
22 Number is _____. If Consultant has a Social Security Number rather than an
23 Employer Identification Number, then Consultant shall submit that Social Security
24 Number in writing to City's Accounts Payable, Department of Financial Management.
25 Consultant acknowledges and agrees that City has no obligation to pay Consultant until
26 Consultant provides one of these numbers.

27 27. ADVERTISING. Consultant shall not use the name of City, its
28 officials or employees in any advertising or solicitation for business or as a reference,

OFFICE OF THE CITY ATTORNEY
ROBERT E. SHANNON, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

1 without the prior approval of the City Manager or designee.

2 28. AUDIT. City shall have the right at all reasonable times during the
3 term of this Agreement and for a period of five (5) years after termination or expiration of
4 this Agreement to examine, audit, inspect, review, extract information from and copy all
5 books, records, accounts and other documents of Consultant relating to this Agreement.

6 29. THIRD PARTY BENEFICIARY. This Agreement is not intended or
7 designed to or entered for the purpose of creating any benefit or right for any person or
8 entity of any kind that is not a party to this Agreement.

9 IN WITNESS WHEREOF, the parties have caused this document to be duly
10 executed with all formalities required by law as of the date first stated above.

(NAME OF CONSULTANT)

11 _____, 200_ By _____
12

13 _____
14 Type or Print Name

15 _____, 200_ By _____
16

17 _____
18 Type or Print Name

19 "Consultant"

20 CITY OF LONG BEACH, a municipal
21 corporation

22 _____, 200_ By _____
23

24 City Manager

25 "City"

26 This Agreement is approved as to form on _____, 200_.

27 ROBERT E. SHANNON, City Attorney

28 By _____

Deputy



City of Long Beach
Purchasing Division
333 W Ocean Blvd/7th Floor
Long Beach CA 90802

Attachment C

Statement of Non-collusion

The proposal is submitted as a firm and fixed request valid and open for 90 days from the submission deadline.

This proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named; the proposer has not directly or indirectly induced or solicited any other proposer to put in a sham proposal and the proposer has not in any manner sought by collusion to secure for himself or herself an advantage over any other proposer.

In addition, this organization and its members are not now and will not in the future be engaged in any activity resulting in a conflict of interest, real or apparent, in the selection, award, or administration of a subcontract.

Authorized signature and date

Print Name & Title

Exhibit 2

**Solution for
Licensing & Implementation of a Customer Information
System**

Request for Proposal TS 09-049

**Response For:
City of Long Beach**



Presented By



In Partnership with



Lionwerx

**EP²M, LLC
2 Farmstead Court
Flanders, NJ 07836
(973) 927-6162
ep2m.com**

**Mr. John Schulte
Business Development Manager
Office Phone: 402-891-8889
Mobile Phone: 402-968-6634
Email: john.schulte@ep2m.com**

October 16, 2009

“PLEASE READ THE PARAGRAPH BELOW BEFORE OPENING THIS RESPONSE.”

Information contained in this Response is proprietary and confidential to Oracle USA, Inc. ("Oracle") and contains Oracle trade secrets as defined by law. Subject to applicable law, the information contained in this Response may be used solely in connection with the evaluation of the Response and CLB agrees to (a) keep the information contained in this Response in strict confidence and not to disclose it to any third party without Oracle's prior written consent and (b) CLB's internal disclosure of the information contained in this Response shall be only to those employees, contractors or agents having a need to know such information in connection with the evaluation of the Response and only insofar as such persons are bound by a nondisclosure agreement consistent with the foregoing. CLB does not acquire any intellectual property rights in Oracle's property under the Response and CLB agrees to comply with all applicable export control laws and regulations to verify that no confidential information is used or exported in violation of such laws and regulations. CLB may make a reasonable number of copies of this Response for CLB's internal distribution for use solely in connection with the evaluation of the Response to the RFP; otherwise CLB may not reproduce or transmit any part of this Response in any form or by any means without the express written consent of Oracle. By reading the Response that follows this paragraph, CLB has agreed to be bound by the foregoing terms. If CLB does not agree to be bound by the foregoing terms, CLB must promptly return this Response to Oracle without reading further.

Confidentiality

The information contained in this Response is proprietary and confidential to Oracle USA, Inc. (“Oracle”). The material contained in this proposal represents proprietary and confidential information pertaining to Oracle products and methods. By accepting this proposal, CLB hereby agrees that the information in this proposal shall not be disclosed outside of CLB, and shall not be duplicated, used, or disclosed for any purpose other than to evaluate this proposal. If, however, a contract is awarded to Oracle for this proposal as a result of, or in conjunction with, the submission of this information, CLB will have the right to duplicate, use, or disclose the material contained herein to the extent provided for in the resulting contract.

Definitions

Throughout this proposal response, the term “solution” refers to and is interchangeable with “approach” or “system.” Solution is not intended to contractually bind Oracle to “solve” any issues or problems. It is intended to express the concept that an approach to your project has been well thought out and is the result of the use of our products, methods, and experience.

Throughout this proposal response, the term “partner” refers to and is interchangeable with “ally” or “collaborator.” A Partner shall not have the right to contractually or legally bind Oracle in any way.

Notices

The software described herein is subject to change. Where Oracle has suggested a system hardware configuration, such information is Oracle’s suggestion only, based on its current understanding of the requirements. Where Oracle has described features or functionality that it anticipates may be included in future releases of its applications, the description and estimates of their availability are subject to change and should not be relied upon in any decision by CLB.

Segmentation

The consulting services bid contained herein is proposed separately from any Oracle program-licensing bid. CLB may acquire program licenses without acquiring Oracle consulting, services, and CLB may acquire the program and consulting services proposed herein separately at the fees stated in the respective proposals.

Trademarks

Oracle, JD Edwards, PeopleSoft, and Siebel are registered trademarks of Oracle Corporation and/or its affiliates. Other names may be trademarks of their respective owners.

Proposal Validity

This proposal shall remain valid for 90 days from due date of Response, unless otherwise mutually agreed, in writing, by Oracle and CLB.

Disclosure of Proposal Content

This proposal contains confidential and proprietary information that EP²M does not want disclosed to the public, or used for any purpose other than the evaluation of this offer.

The information contained on Tabs 1 through 7 inclusive shall not be duplicated, used in whole or in part for any purpose other than to evaluate the proposal provided; that if a contract is awarded to EP²M, as a

result of the submission of such information, Client shall have the right to duplicate, use or disclose this information to the extent provided in the contract. This restriction does not limit Client's right to use the information contained herein if obtained from another source.

Copyright and Restricted Rights Legend

This document contains confidential and proprietary information of EP²M and/or other third parties which is protected by copyright, trade secret, and trademark law and may not be provided or otherwise made available without prior written authorization. This documentation may not be copied, photocopied, reproduced, translated, or reduced to any electronic medium or machine-readable form, in whole or in part, without the prior written consent of EP²M.

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2 Farmstead Court
Flanders, NJ 07836
+1 973.927.6162 www.ep2m.com

October 16, 2009

Ms. Peggy L. Chambers
City of Long Beach
Purchasing Division
333 W. Ocean Boulevard, 7th Floor
Long Beach, CA 90802

Dear Ms. Chambers:

EP²M, LLC has prepared the attached proposal in response to the RFP issued by the City of Long Beach (CLB) Licensing and Implementation of a Customer Information System. Based upon the requirements set forth in the RFP, EP²M is proposing Oracle Utilities Customer Care and Billing (CC&B) System. Working in strong partnership with Oracle, EP²M will provide the project management and implementation services for CC&B. EP²M is proposing Lionwerx, a well established and regarded small business enterprise to conduct the specific on-site training. EP²M will be the prime vendor and will execute the agreements as such. Oracle will provide the License and Maintenance contracts for the Oracle Utilities Application Suite proposed.

EP²M provides high value project management, system implementation, and application support services. Supporting clients, software vendors, and system integrators, EP²M ensures successful implementation projects through extensive industry experience and our Project Management and Quality Management programs. EP²M's mission is to ensure 100% project implementation success and operational success of critical software systems for government, energy, water and utility customers.

EP²M's primary point of contact for MWS is Mr. John Schulte, Business Development Manager:

EP ² M LLC	Office Phone: 402-891-8889
17511 Y Street	Mobile Phone: 402-968-6634
Omaha, NE 68135	Email: john.schulte@ep2m.com
	Fax: 1-877-677-3726

EP²M's CEO, Mr. David Mulit, or EP²M's President, Mr. Robert Eddy, have the authority to negotiate all aspects of services.

Sincerely,

David L. Mulit, Chief Executive Officer
EP²M, LLC

TAB 2: EXECUTIVE SUMMARY

EP²M, LLC has prepared the attached proposal in response to the Request for Proposal TS 09-049 issued by the City of Long Beach (CLB) for Licensing and Implementation of a Customer Information System. This response is based upon a detailed review of CLB's RFP requirements and our understanding of CLB's desire to develop a long-term relationship with the chosen vendor. EP²M has partnered with Oracle Corporation to propose an Oracle Solution that best meets CLB's critical business needs. We have also included Lionwerx as the package training curriculum and, as an option, Pitney-Bowes as a bill print and mail sort solution.

This proposal specifically addresses the major goals and objectives of CLB. Oracle's CC&B product provides CLB with a proven CIS solution, developed and maintained by the leading software vendor in the Utilities industry. This proposal will detail the proposed solution set and its technology, the capability and experience of the team that will be responsible for the deliverables, the implementation methodology and project plan. In addition, this proposal will present alternative approaches to CLB with regard to financing, managed services, as well as a "software as a service" or ASP alternative models that may be of consideration.

CLB has requested a proposal for a Customer Information System that provides for key improvements in the CLB utility environment. Our solution will specifically address the Utility's requirement to:

- Conduct a collaborative implementation that involves CLB to enable a long-term relationship with CLB and to provide knowledge transfer to CLB staff.
- Deliver an advanced technology platform for system modernization, facilitate easier integration to other systems, and deliver a best in class CIS.
- Facilitate change management of business processes with an off-the-shelf solution with a minimum of modifications.
- Enable CLB to offer new customer programs such as conservation, electronic bill payment, self-service functions and improved customer service interactions.

Oracle's software and technology product footprint for the utilities industry is unmatched. By proposing an Oracle solution, EP²M believes we are offering the industry's best functional and technologically advanced solution to meet CLB's needs now and over the next 15 to 20 years. Improved customer service, advanced technology and long-term commitment have been described as a strategic objective by CLB.

Oracle Utilities CC&B

The Oracle Utilities Suite is rated #1 in Utilities. In addition, the CC&B system is a consistent leader as ranked by Gartner's Magic Quadrant Diagram.

Oracle Utilities Customer Care and Billing handles every aspect of utility customer information service connection, meter reads, meter data management, rating, billing, customer management and more - while also undertaking associated functions like payment processing, credit and collections, field service, and meter management. The product evolves with business demands, minimizing cost and risk. It helps utilities in any market maximize revenue, create cost efficiencies, and respond to market change. It scales

from a few thousand to many millions of customers. Upgrades are quick and easy. As a result, Oracle Utilities Customer Care and Billing clients reliably meet market windows and regulatory deadlines while enjoying a low total cost of ownership and a high return on investment.

The list of customers using Oracle CC&B is long and spans from small to large utilities. It can be run for both simple billing purposes as well as complex integrated utilities. This provides the flexibility to evolve their business software and know they have a CIS system that can keep pace with their requirements.

EP²M Implementation Services

CLB has undertaken a strategic business and IT project to improve their business processes associated with Customer Service. CLB is looking for an experienced vendor to partner with the utility team to successfully implement a new Customer Information System. The key areas that EP²M will focus on during the course of the project are the following:

- Product Installation
- Product Configuration
- Plug In Design and Development
- Interface Design and Development
- Data Mapping
- Data Conversion
- Data Cleanup Support
- Data Balancing
- Testing (full life cycle)
- Training
- Quality Assurance
- Business Change Management
- Communications
- Cut Over
- Post Go Live Support

In this proposal EP²M is proposing that CLB begin its implementation as required by the time line published in the RFP. This project and the subsequent Statement of Work will be completed through the efforts of a partnership with Oracle. EP²M will be the prime vendor and responsible for the agreement and all deliverables. Our experiences and references are detailed in this RFP response.

Cost and Financial Approach Summary

EP²M has included in this proposal package a detailed work-plan along with necessary hours dedicated to professional services to complete the tasks on a fixed price basis. If CLB elects to have portions of the implementation as a variable cost, EP²M will provide those costs upon discussion with CLB if and when EP²M is a selected finalist.

A contingency cost has been included in the cost schedule to reflect the fixed price component of the total cost. Also included in the cost schedule is the travel and expense for the professional services. Please note, as requested by CLB, the contingencies, travel, and expenses have been **INCLUDED** in the line item costs in the pricing sheets in Section 5.

Financing Options and Alternative Delivery Models

In this proposal, EP²M will offer information on the financing options available for the City of Long Beach. Although financing is not unique, EP²M is aware of the City's situation and strategy to off-set short-term capital project outlays by undertaking a long-term payment strategy. To that end, EP²M will describe creative and innovative approaches to assist the City in its payment/financing strategies. Those strategies will include the following:

Option 1: Oracle Corporation Financing

Oracle Financing can offer attractive installment payment plans that enable you to match your cash flows to the project timeline and accelerate your project payback. A creative payment solution can be developed by spreading your costs over a 12 to 72 month term with payments taking place on a monthly, quarterly, semi-annual, annual or customized payment schedule.

Option 2: Creative Delivery Solutions – ASP/SaaS

This is a creative approach for addressing the short term financial situation as well as a long approach to effectively manage the application and IT infrastructure. An example of this would include either a software as a service (SaaS) model or an application service provider (ASP) model.

Because each of these models is highly customized to the individual utility and the application deployment it will be necessary to enter into direct negotiations with CLB if there is any interest in this approach. EP²M suggests that CLB evaluate the available solutions and then indicate a desire to discuss the alternate approaches, possibly during the Best and Final Offer phase. Upon execution of an agreement, the City will pay an initiation or "start-up" fee. Thereafter, the City will pay a monthly usage charge based on the monthly customer count of Long Beach utility. EP²M would hold the license in escrow for the term of the agreement or until such time CLB has negotiated and thereafter the City will have the right to take possession of the license upon expiration of the agreement.

Option 3: Managed Services Option

At EP²M, we pride ourselves on building and maintaining strong, long lasting customer relationships. Our Managed Services offerings are an extension of the relationship we will build with you during the Implementation Project. EP²M is able to provide additional services for post-implementation assistance with the CC&B product and environment. These services are available through our Managed Services Agreement and Service Level Agreements (SLA).

The available services include:

- Extension Maintenance
- Version Upgrades
- Product Optimization
- Knowledge
- Performance Tuning
- Hosting

Flexible Commercial Arrangements

EP²M recognizes that once you are live on CC&B, your support needs may vary. Therefore, we want to be as flexible as possible. We will work with you to develop the support structure that makes the most sense for you. We offer:

- Flexible and Simple Work Orders
- Retainer for “insurance” policy type services
- Fixed Price when clear boundaries can be defined
- T&E for when scope requires further definition or services are open ended

About EP²M

The EP²M value proposition is to combine experienced consultants, reasonable prices and excellent customer service to provide an overall excellent customer experience.

EP²M has over twenty years of experience implementing CIS systems worldwide. Our consultants are mature and seasoned veterans and are some of the most experienced in the business. On average, our consultants have over 9 years of experience with the Oracle Utilities CIS product line, over 12 years of utility industry experience, and over 17 years of information technology experience. Each of our consultants has participated in many successful customer information system implementations, with over 75% of our consultants being former SPL WorldGroup/Oracle employees.

EP²M’s overhead costs are extremely low, perhaps the lowest in the industry. Because our costs are low we are able to pass along some of the savings in the form of lower rates to our customers. Combining experienced people with reasonable rates provides strong value for your implementation project.

Our customer service skills are very client focused and we have done this many times before. The two principals are former Utility employees who were responsible for their respective Utility company CIS systems. In addition, they are former SPL WorldGroup executives and led many CIS implementations either directly or through the efforts of other people to successful go-lives.

Resumes of key implementation resources have been attached in Appendix H.

Oracle Corporation

Oracle Utilities delivers the proven software applications that help utilities achieve competitive advantage, business performance excellence and a lower total cost of technology ownership. Oracle Utilities integrates industry-specific customer care and billing, network management, work and asset management, mobile workforce management and meter data management applications with the capabilities of Oracle’s industry-leading enterprise applications, business intelligence tools, middleware and database technologies. Oracle Utilities enables its customers to adapt more nimbly to market deregulation, meet ever-evolving customer demands, and deliver on commitments to environmental conservation. Oracle is the leader in the Utilities industry and offers the only complete solution for utility companies. For more information, visit <http://www.oracle.com/industries/utilities>.

Conclusion

This proposal offers the most complete suite of products available to the utilities marketplace coupled with the most experienced implementation resources in the industry. EP²M's unique qualifications equate to the lowest risk and highest reward in the industry today.

The partnership of EP²M and Oracle will provide the greatest value to CLB. It is our dedication to the mid-market and our depth of resources that will insure the success of this project. We understand the issues facing an organization such as CLB and will bring together a solution, implemented by EP²M on time and on budget.

With many utility customers worldwide, including several similar in size to CLB, EP²M is confident that its product and services offering is the ideal fit for CLB. In conclusion, EP²M would like to present the themes that are critical to the significant investment CLB is poised to make in the coming years:

- **Oracle Advantage:** Gartner rated Oracle as the utilities market leader in completeness of product offering. Only Oracle offers the complete utilities suite of products. This will enable CLB strategy of improved functionality, increased business process efficiency and customer service.
- **Customer Choice:** Oracle's applications are built using open standards with non-proprietary technologies. As a result, Oracle customers have the choice to utilize software from other application providers if the Oracle application does not address the needs of the business or if another technology platform is already in place. This flexibility allows CLB to choose the top software available. In addition, Oracle's open standards approach will result in lower IT staffing cost, allowing CLB to more easily hire and train its IT department in skills, such as HTML and Java programming. This will facilitate CLB's strategy of modernized technology and advanced support.
- **Product Future & Direction:** Oracle will continue to heavily invest in its utilities suite at a much higher rate than its competitors. Recent acquisitions of leading technologies such as Meter Data Management (MDM) and Real-Time Scheduling, along with enhanced pre-built productized integration and product functionality like Conservation Management, are examples of the investment that will continue.
- **Total Cost of Ownership:** Implementing Oracle technology has proven to be less expensive when compared to Oracle's competitor's applications, which are often comprised of legacy and proprietary technologies requiring extensive training of staff and development of custom integrations due to a limited product footprint. Oracle urges CLB to carefully review each vendor's track record for on-time and on-budget implementations before making a final software selection.

The proposed solution and pricing were developed in compliance with the stated RFP requirements. Based on our experience, there may be particular requirements and/or services that may be accommodated with another approach. A Discovery session with CLB's subject matter experts is recommended in order identify the best scope and most cost effective solution fit for your organization.

EP²M has carefully reviewed the RFP document and has no exceptions to the content provided. As is customary, EP²M reserves the right to negotiate in good faith with CLB on the final agreements.

Amendments

EP²M acknowledges receipt of Addendum #1 and Addendum #2.

TAB 3: GENERAL QUESTIONS

3.1 COMPANY PROFILE

3.1.a A brief history of company(s) including a summary of all products and services offered.

EP²M – Prime Vendor

EP²M's principals are former executives at SPL WorldGroup, now a part of the Oracle Utilities Global Business Unit, and have over 20 years of experience in the development, deployment, and support of mission critical applications for the Utility Industry. Our experience encompasses Customer Information and Billing Systems, Outage Management Systems, Asset and Work Management, and Mobile Workforce Management. Now, as independents, EP²M is able to offer high quality project management and prime vendor implementation services at a very good value.

EP²M shorthand for Enterprise Portfolio and Project Management is dedicated to helping utility companies ensure 100% project and operational success of mission critical software systems for government, energy, water and electric utility customers. The company, which was formed in 2006, employs 45 consultants that have decades of practical experience in the development, deployment and support of utility related applications. As an Oracle partner, EP²M is able to deliver best-in-class solutions at competitive prices. We focus solely on the Oracle Utilities product line, which further supports our high level of expertise and experience with implementing Oracle solutions.

Prior to founding EP²M, Dave Mulit and Robert Eddy worked for utility companies where they had varying responsibilities for managing their respective company's application portfolio. They then joined SPL WorldGroup and worked together successfully implementing systems for ten years. During that time, they were either directly responsible for, or responsible for managing, over 50 CIS, Outage Management, Mobile Work Force Management, and Work and Asset Management implementations. When Oracle acquired SPL in late 2006, they decided to form EP²M and to continue to focus on implementing the Oracle Utilities product line.

Oracle

Oracle USA, Inc. is a wholly owned subsidiary of Oracle Corporation ("Oracle"), the world's largest enterprise software company. Founded in June 1977, Oracle develops, manufactures, markets, distributes, and supports database and middleware software as well as applications software designed to help customers manage and grow their business operations.

Oracle's goal is to offer customers scalable, reliable, secure, and integrated software systems that improve transactional efficiencies, adapt to an organization's unique needs, and allow



better ways to access and manage information at a low total cost of ownership. Oracle seeks to be an industry leader in each of the specific product categories in which they compete and to expand into new and emerging markets.

Oracle has approximately 85,000 employees worldwide, all of whom are dedicated to providing a complete business offering that includes integrated, award-winning support services combined with industry-leading products.

Oracle technology can be found in nearly every industry, and in the data centers of 98 of the Fortune 100 companies. As illustrated below, Oracle has more than 320,000 global customers, which include 280,000 database customers, 80,000 middleware customers, and 43,000 applications customers.

Oracle Corporation develops, manufactures, markets, distributes and services database, middleware and applications software that helps organizations manage and grow their businesses. Oracle database and middleware software provides a cost-effective, high-performance platform for running and managing business applications for mid-size businesses and large global enterprises. Oracle applications software strategy is designed to help customers reduce the cost and complexity of their IT infrastructures, by delivering industry solutions that are complete, open, and integrated. Oracle also offers software license updates and product support, and other services including consulting, On Demand, and education.

Oracle is organized into two businesses, software and services, which are further divided into five operating segments. Software business is comprised of new software licenses and software license updates, and product support. Oracle services business is comprised of consulting, On Demand, and education.

Software Business

New software licenses include the licensing of database and middleware software, which consists of Oracle Database and Oracle Fusion Middleware, as well as applications software. Software license updates provide customers with rights to unspecified software product upgrades and maintenance releases and patches released during the term of the support period. Product support includes internet and telephone access to technical support personnel located in Oracle's global support centers, as well as internet access to technical content.

Database and Middleware Software

Oracle software is designed to accommodate demanding, non-stop business environments, using clusters of low cost servers and storage that can incrementally scale as required.

- **Database** — As the world's most popular database, Oracle Database enables the secure storage, retrieval, and manipulation of all forms of data, including business application and analytics data, and unstructured data in the form of XML files, office documents, images, video, and spatial data. Designed for enterprise grid computing, the Oracle Database is available in four editions: Express Edition, Standard Edition One, Standard Edition, and Enterprise Edition. All editions are built using the same underlying code, which means that Oracle database software can easily scale from small, single processor servers to clusters of multi-processor servers.

- **Middleware**—Oracle Fusion Middleware is a broad family of application infrastructure products that forms a reliable and scalable foundation on which customers can build, deploy, secure, access and integrate business applications, and automate their business processes. Oracle Fusion Middleware suites and products can be used in conjunction with custom, packaged and composite applications. Oracle Fusion Middleware is available in various products and suites and are designed to protect customers' IT investments and work with both Oracle and non-Oracle database, middleware, and applications products through its "hot-pluggable" architecture and adherence to industry standards such as Java EE (formerly J2EE) and Business Process Execution Language (BPEL), among others. Specifically, Oracle Fusion Middleware enables customers to easily integrate heterogeneous business applications, automate business processes, scale applications to meet customer demand, simplify security and compliance, manage lifecycles of documents, and get actionable, targeted business intelligence, while continuing to utilize their existing IT systems.

Applications Software

Through a focused strategy of investments in organic research and development and strategic acquisitions, Oracle provides industry-specific solutions for customers in over 20 industries, from retail and communications to financial services and the public sector. Oracle solutions are delivered on an open, standards-based architecture to support customer choice, reduce customer risk, and enable customers to differentiate their businesses using Oracle technologies. Oracle applications software products enable efficient management of all core business functions, including customer relationship management (CRM), enterprise performance management (EPM), enterprise resource planning (ERP), product lifecycle management (PLM), enterprise project portfolio management (EPPM), and industry-specific applications.

Services Business

Oracle services business is comprised of consulting, On Demand, and education.

- **Consulting**—Oracle Consulting assists customers in successfully deploying Oracle applications and technology products. Oracle consulting services include business/IT strategy alignment; business process simplification; solution integration; and product implementation, enhancements, and upgrades. These services help customers achieve measurable business results, manage their total cost of ownership, and reduce the risk associated with their product deployment.
- **On Demand**—On Demand includes Oracle On Demand and Advanced Customer Services offerings. Oracle On Demand provides multi-featured software and hardware management, and maintenance services for customers that deploy over the internet Oracle database, middleware and applications software delivered at Oracle data center facilities, select partner data centers, or physically on-site at customer facilities. Advanced Customer Services consists of solution lifecycle management services, database and application management services, industry-specific solution support centers, and remote and on-site expert services.
- **Education**—Oracle provides training to customers, partners, and employees as a part of Oracle's mission of accelerating the adoption of Oracle technology around the world. Oracle currently offers thousands of courses covering all Oracle product offerings. Training is

provided primarily through public and private instructor-led classroom events, but is also made available through a variety of online courses, self paced media training on CD-ROMs, and live virtual class offerings that allow students anywhere in the world to connect to a live instructor-led class. In addition, Oracle also offers a certification program certifying database administrators, developers, and implementers. Oracle University also offers user adoption services designed to provide comprehensive training services to help customers get the most out of their investment in Oracle.

3.1.b Number of years the organization(s) been in business as a CIS software vendor/implementer?

EP²M

EP²M was formed in Q4 of 2006.

Oracle

Oracle and the business unit which developed the CIS software have been in business over 30 years.

3.1.c The address and phone number of the U.S. based corporate office.

EP²M Corporate Headquarters:

2 Farmstead Court
Flanders, NJ 07836
Telephone: 973-927-6162
Fax: 877-677-3726
Website: www.ep2m.com

Oracle

Oracle's corporate headquarters and contact information are:

500 Oracle Parkway
Redwood Shores, California 94065
Telephone: 650.506.7000 (800.ORACLE1)
Fax: 650.506.7200
Website: www.oracle.com



3.1.d A full CIS client list indicating the version number and number of active utility accounts for each.

EP²M

Utility Name	Version Number	Active Utility Accounts
Tucson Electric Power	CC&B 2.2.0	395,000
Kansas City Power and Light	CISPLus	500,000+
Trigen	CC&B 2.1.0	656,000
Pacific Gas and Electric	CC&B 1.5.20	4,500,000
Veolia Water Indianapolis	CC&B 2.2.0	400,000
Aurora Energy Australia	CC&B 2.2.0	360,000
Lafayette Utilities System	CC&B 2.2.0	60,000
Cobb EMC	CC&B 1.5.15	359,000
Philadelphia Gas Works	CC&B 2.0.5	25,000
Miami Dade Water and Sewer	CC&B 2.2.0	400,000
Omaha Public Power	CC&B 2.2.0	340,000

Oracle

Oracle Customer	Version Number	Number of Customers/Accounts
Aboitiz Power Corporation--includes Visayan Electric Company (VECO), Davao Light & Power Company (DLPC), Cotabato Light & Power Company (CLPC), Subic Enerzone Corporation (SEZ), and San Fernando Electric Light & Power Company (SFELAPO)	2.1.0	500,000
Abu Dhabi Water and Electric Authority (ADWEA)	2.0.1	180,000
Albuquerque/Bernalillo County Water Utility Authority	2.2.0	220,000
Aurora Energy	2.2.0	360,000
Austin Energy (AE), aka City of Austin	2.2.0	110,000
Barbados Light & Power (BLP)	2.0.5	12,000,000
Belastingdienst/Centrum voor ICT--aka Dutch Tax Office	1.5.15	540,000
Bord Gáis Energy Supply--aka Bord Gáis Eirean	2.1.0	32,000
British Energy Power and Energy Trading (BEPET)	2.1.0	50,000
Cedar Falls, City of--aka Cedar Falls Utilities (CFU)	2.1.5	17,000
City of Cedar Rapids, Iowa (Cedar Rapids Water	2.1.0	54,100



Oracle Customer	Version Number	Number of Customers/Accounts
Department)		
Cleveland Division of Water	2.1.0	449,000
Cobb Energy Management Company	1.5.15	359,000
Colorado Springs Utilities (CSU)	1.5.20	213,000
Companhia de Gas de Sao Paulo (COMGAS)	1.4.6	385,000
Consolidated Edison Company of New York	2.0.5	2,000
Constellation Energy Group, Inc. (includes Baltimore Gas & Electric, BG&E)	2.2.0	1,300,000
Dayton Power & Light (DPL)	2.2.0	500,000
Denver, City and County of (aka Denver Water Department and Denver Wastewater Management Division)	2.1.0	280,000
Duke Energy International Geração Paranapanema (aka Duke Brazil)	1.5.20	100
Duquesne Light Holdings, Inc.	2.2.0	585,300
Eesti Energia AS	2.2.0	650,000
El Paso Electric Company (EPE)	2.1.0	431,000
Electricité de France (EDF)	2.0.5	400,000
Electricity Authority of Cyprus (EAC)	1.5.15	258,000
Empresa Distribuidora y Comercializadora Norte Sociedad Anónima (aka EDENOR S.A.)	2.2.0	2,450,000
Energias de Portugal S.A. (EDP)	2.2.0	20,000
Enersource Hydro Mississauga Inc.	2.2.0	180,000
Envestra/Origin Energy Asset Management (OEAM)	1.5.20	470,000
ESKOM Energy	1.5.15	3,200,000
Golden State Water Company		306,100
GreyStone Power Corporation	2.2.0	135,000
Hampton Roads Sanitation District (HRSD)	1.5.15	460,000
Hillsborough County Water Resource Services	2.1.0	153,000
Hong Kong Water Supplies Department	1.5.10	2,700,000
Hunter Water Corporation (HWC)	1.5.15	165,000
JEA Corporation (JEA)	2.0.5	270,000
Kingdom of Saudi Arabia Ministry of Water and Electricity--aka MOWE Riyadh Water (MOWE)	2.2.0	400,000
Komplexnyi Raschetni Center/Integrated Energy Systems (aka IES, or KES-Holdings)	2.1.0	650,000



Oracle Customer	Version Number	Number of Customers/Accounts
La société POWEO	2.0.5	100,000
Lafayette Consolidated Government, Lafayette Utilities System (LUS)	2.2.0	65,000
Las Vegas Valley Water District (LVVWD)	2.2.0	405,000
Lee County Electric Cooperative (LCEC)	2.2.0	160,000
MDU Resources Group, Inc. (includes Montana-Dakota Utilities Company, Cascade Natural Gas Corporation, and Great Plains Natural Gas Company)	2.1.0	604,000
Meridian Energy Limited	2.2.0	215,000
MetroGAS S.A.		3,700
Miami-Dade County Water and Sewer District	2.2.0	400,000
Middlesex Water Company	2.0.5	113,600
Mosenergosbyt	2.0.5	1,000
MSGas (Cia de Gas do Estado de Mato Grosso do Sul)	2.1.0	50
N. V. DELTA Nutsbedrijven	1.5.20	250,000
Nicor Gas Company	2.1.0	2,300,000
Northern Ireland Electricity (NIE)--includes Energia, NIE Supply, and NIE Transmission & Distribution, aka Viridian Power and Energy Limited	1.5.15	800,000
Olameter, Inc.	2.2.0	400,000
Omaha Public Power District	2.2.0	302,000
Pacific Gas & Electric Co (PG&E)	1.5.20	175,000
Palm District Cooling	2.1.0	6,800,000
Philadelphia Gas Works (PGW)	2.0.5	25,000
Phoenix, City of	2.1.0	450,000
PowerSeraya--aka Seraya Energy (SE)	1.5.15	1,000
PT PAM Lyonnaise Jaya (PALYJA), a Suez Environment subsidiary	2.2.0	400,000
Public Service Energy Group (PSEG)	1.5.10	2,000
Questar Gas Company	2.1.0	873,000
Raleigh, City of	2.2.0	180,000
Rappahannock Electric Cooperative/Lockheed Martin	1.5.15	80,000
Red Energy Ltd.	2.0.5	100,000



Oracle Customer	Version Number	Number of Customers/Accounts
Sam Houston Electric Cooperative (SHECO)	2.1.0	60,000
San Francisco Public Utilities Commission	2.1.0	500,000
South Carolina Public Service Authority (Santee Cooper)	2.1.0	180,000
Southern Maryland Electric Cooperative (SMECO)	1.5.20	230,000
Petersburgskay Energosbytovay Companiya, aka St. Petersburg Sales Company	2.1.0	175,000
State of Vermont Department of Taxes	2.1.5	137,000
Suez Environment		5,050,000
Sui Northern Gas Company		625,000
Sui Southern Gas Company	1.5.20	1,282,350
Taiwan Power Company (Mercuries Data Systems)	1.5.15	3,000,000
Toronto Hydro-Electric System Limited	2.2.0	1,680,000
Transurban Limited (aka Transurban Group)	2.1.0	11,000,000
Trigen (ThermalSource LLC)	2.1.0	656,000
TRUenergy	2.1.0	1,500,000
TrustPower Limited	2.2.0	5,000
Tucson Electric Power (TEP), aka UniSource	2.2.0	980,000
TXU (formerly Texas Utilities)	1.5.10	280,000
Union Energy (aka Reliance Home Comfort)	2.2.0	365,000
United Water Management and Services, Inc.	2.2.0	472,000
State Enterprise Vodocanal of St. Petersburg (Waterworks)	2.1.0	1,250,000
Vattenfall AB	2.1.0	668,000
Veolia Eau-Compagnie des Eaux	2.2.0	20,000
Veolia Water Asia Pacific Limited--aka Veolia China (Veolia Water subsidiary)	2.1.0	574,000
Veolia, Indianapolis Water Company (Veolia Water subsidiary, aka US Filter)	2.2.0	400,000
Veolia, Moalajah FZC (Veolia Water subsidiary)	2.1.0	74,000
Water Services Corporation (Utilities, Inc.)	2.1.0	189,000
Electricity Networks Corporation (aka Western Power Networks)	2.2.0	900,000
Winnipeg, City of	2.2.0	64,500
Yarra Valley Water Limited	2.1.0	680,000

3.1.e A list of five reference sites comparable to CLB where the vendor has provided the services and products proposed herein. For each reference site, list the site name, location, primary contact name, phone number, and email address.

Oracle

Oracle is pleased to offer the following references. Due to confidentiality concerns, we are unable to provide a Contact and Phone number. Please contact your Oracle representative, Scott McCormick, at (415) 225-8486 or Scott.McCormick@oracle.com, to arrange for reference calls or site visits to any of these customers.

Reference Site #1	
Name	San Francisco Public Utilities District
Address	1155 Market Street, 10th Floor, San Francisco, CA 94103
Version	Oracle Utilities Customer Care and Billing Version 2.1.0
Reference Site #2	
Name	Hillsborough County Water Resource Services
Address	925 E. Twigg Street, Tampa, FL 33619
Version	Oracle Utilities Customer Care and Billing Version 2.1.0
Reference Site #3	
Name	JEA Corporation
Address	21 West Church Street, Jacksonville, FL 32202-3139
Version	Oracle Utilities Customer Care and Billing Version 2.0.5
Reference Site #4	
Name	Las Vegas Valley Water District
Address	1001 South Valley View Boulevard, Las Vegas, NV 89153
Version	Oracle Utilities Customer Care and Billing Version 2.2.0
Reference Site #5	
Name	Southern Maryland Electric Cooperative
Address	15035 Burnt Store Road, Hughesville, MD 20637-1937
Version	Oracle Utilities Customer Care and Billing Version 1.5.1
Reference Site #6	
Name	Golden State Water
Address	630 E. Foothill Blvd., San Dimas, CA 91773
Version	Oracle Utilities Customer Care and Billing Version 2.2.0

EP²M

EP²M is pleased to offer the following references:

Reference Site #1	
Name	Tucson Electric Power
Address	PO Box 711, Mail Stop RC115, Tucson, AZ 85702
Contact Name	Mr. Drew Dodd, Director, IT Customer Applications 520-396-2502, ddodd@tep.com
Version	Oracle Utilities Customer Care and Billing Version 2.2.0
Reference Site #2	
Name	Lafayette Utilities System
Address	Lafayette City-Parish Consolidated Government, 705 W. University Avenue Lafayette, LA 70506
Contact Name	Mr. Andrew Duhon, Customer and Support Services Manager 337-291-8278, aduhon@lus.org
Version	Oracle Utilities Customer Care and Billing Version 2.2.0
Reference Site #3	
Name	Kansas City Power and Light
Address	P.O. Box 418679, Kansas City, MO 64141
Contact Name	Ms. Lois Stark, Manager, Delivery Support Services, 816-556-2010 lois.stark@kcpl.com
Version	CISPLus (predecessor to CC&B)
Reference Site #4	
Name	Omaha Public Power District
Address	444 South 16th Street Mall, Omaha, NE 68102
Contact Name	Ms. Juli A. Comstock, Customer Information and Billing Manager, 402-636-3704, jcomstock@oppd.com
Version	Oracle Utilities Customer Care and Billing v2.2.0
Reference Site #5	
Name	Cedar Falls Utilities
Address	1 Utility Parkway, Cedar Falls, IA 50613
Contact Name	Mark Meier, Information Technology 319-268-5246, mjmeier@cfunet.net
Version	CC&B 2.2 upgrading

EP²M's resources have extensive experience with the proposed Oracle CC&B product. Many of our consultants have direct water, waste water, refuse, and gas utility experience, as summarized below.

Utility	Elec	Gas	Water	Waste Water	Refuse	Consultant Experience
Albuquerque/Bernalillo County Water Utility Authority			X	X	X	Liz Goldwin, Jess Bolanos
Aquila (formerly UtiliCorp United)	X	X				Hugo Benavente, Rey Pacis
Bord Gais (Ireland)		X				Pia Leano-Gajitos, Rev Salem, Tim Foster
California Water Service Group			X	X	X	Muthu Kumaran, Shanqun Zhan
Cedar Falls Utilities	X	X	X			Shanqun Zhan
City of Ontario			X	X	X	Muthu Kumaran
City of Rocky Mount	X	X	X	X		Rey Pacis, Jiwen Qi
City of Sacramento			X	X	X	Don Gajitos
City of Tallahassee	X	X	X	X	X	Bill Weber
Cobb Energy	X	X				Corey Boggess, Judith Ann Dionisio, Muthu Kumaran, Jiwen Qi
Colorado Springs Utilities	X	X	X	X		Mandy Sollenberger, Fernando Morais, Willys Chang Mah
JEA	X	X	X	X		Steve Casazza, Bill Weber, Rey Pacis, Don Gajitos, Judith Ann Dionisio
Knoxville Utilities Board	X		X	X	X	Bill Weber, Willys Chang Mah, Muthu Kumaran, Shanqun Zhan
Montana Dakota Utilities	X	X				Wendy Burns
Nicor Gas		X				Liz Goldwin
Orange County Utilities			X	X	X	Liz Goldwin
PG&E	X	X				Tim Foster, Liz Goldwin, Jose Castellanos, Willys Chang Mah, Jeff Kehl, Mike Stein, Shanqun Zhan
Philadelphia Gas Works		X				Fernando Morais, Jose Castellanos, Liz Goldwin, Rey Pacis, Jiwen Qi, Mandy Sollenberger
Public Service Electric & Gas	X	X				Steve Casazza, Rey Pacis
Recall					X	Don Gajitos, Shanqun Zhan
Rochester Gas & Electric	X	X				Rey Pacis
Waste Management, Inc					X	Jiwen Qi

3.1.f A list of five potential site visit locations of comparable size to CLB including name, address, version number of product, point of contact, and phone number.

Potential Site Visit #1	
Name	San Francisco Public Utilities District
Address	1155 Market Street, 10th Floor, San Francisco, CA 94103
Version	Oracle Utilities Customer Care and Billing Version 2.1.0
Potential Site Visit #2	
Name	Hillsborough County Water Resource Services
Address	925 E. Twigg Street, Tampa, FL 33619
Version	Oracle Utilities Customer Care and Billing Version 2.1.0
Potential Site Visit #3	
Name	JEA Corporation
Address	21 West Church Street, Jacksonville, FL 32202-3139
Version	Oracle Utilities Customer Care and Billing Version 2.0.5
Potential Site Visit #4	
Name	Las Vegas Valley Water District
Address	1001 South Valley View Boulevard, Las Vegas, NV 89153
Version	Oracle Utilities Customer Care and Billing Version 2.2.0
Potential Site Visit #5	
Name	Southern Maryland Electric Cooperative
Address	15035 Burnt Store Road, Hughesville, MD 20637-1937
Version	Oracle Utilities Customer Care and Billing Version 1.5.1

3.1.g Disclosure and description of any and all litigation, arbitration, or mediation that you have been involved in for the last five years.

EP²M

EP²M has had no litigation, arbitration, or mediation during its existence.

Oracle

Oracle is currently involved in various claims and legal proceedings. Quarterly, Oracle reviews the status of each significant matter and assesses the potential financial exposure. If the potential loss from any claim or legal proceeding is considered probable and the amount can be reasonably estimated, Oracle accrues a liability for the estimated loss. Significant judgment is required in both the determination of probability and the determination as to whether the amount of an exposure is reasonably estimable. Because of uncertainties related to these matters, accruals are based only on the best information available at the time. As additional information becomes available, Oracle reassesses the potential liability related to pending claims and litigation and may revise the estimates. Such revisions in the estimates of the potential liabilities could have a material impact on Oracle's results of operations and financial position. For



additional information, please refer to financial reports available on Oracle's Web site at http://www.oracle.com/corporate/investor_relations/detailed_fin.html.

3.1.h Disclosure of any contracts that you have had terminated by the client within the last five years.

EP²M

EP²M has had no contracts terminated during its existence.

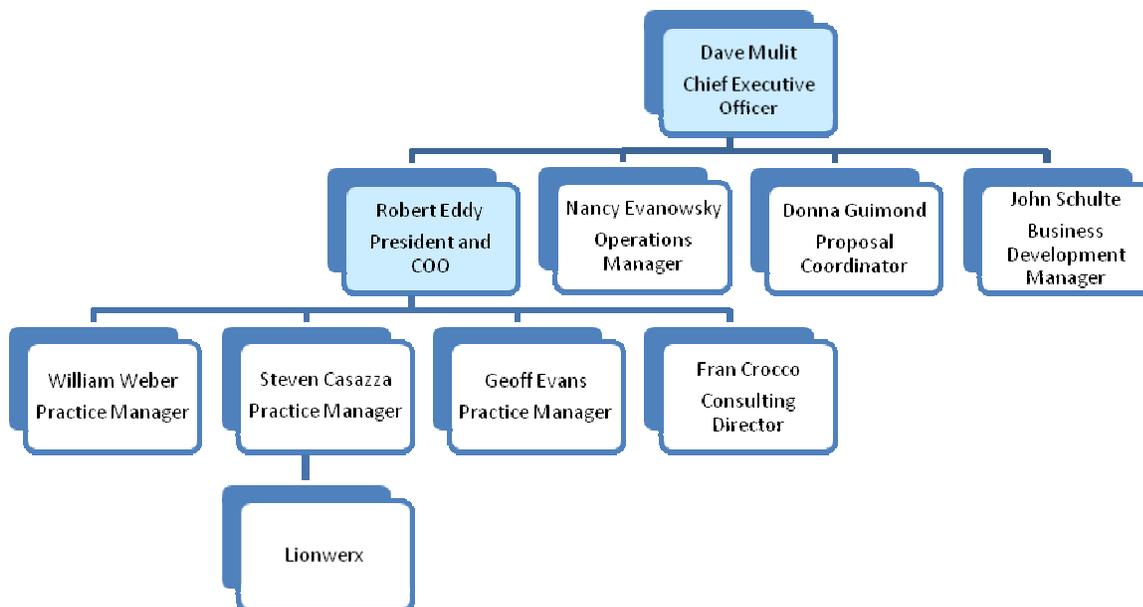
Oracle

Oracle is subject to various legal proceedings and claims, either asserted or unasserted, which arise in the ordinary course of business. While the outcome of these claims cannot be predicted with certainty, management does not believe that the outcome of any of these legal matters will have a material adverse effect on our financial position or our ability to provide the proposed software and services. Any material litigation to which Oracle is a party is disclosed in Oracle's publicly filed reports, filed with the SEC. Oracle does not believe that there is any litigation pending that would impair Oracle's performance in a contract issued under this procurement.

3.2 ORGANIZATIONAL INFORMATION

3.2.a An organizational chart for the division of the company(s) directly responsible for the product or services proposed in this RFP. Indicate total employees in the development, sales, support and service (implementation support) departments. Indicate the total number of employees and their distribution by function. Indicate (by function) total employee head count by year for the last five years. Identify, with an asterisk, those categories comprised of people serving multiple roles.

EP²M



EP²M employs the following:

	Current	2008	2007	2006	2005
Total Employees	47	42	17	N/A	N/A
Sales	1*	0	0	N/A	N/A
Technical Support	1	0	0	N/A	N/A
Research and Development	As a service company, EP²M does not have employees in research and development.				
Maintenance	0	0	0	N/A	N/A
Implementation	43*	40*	14*	N/A	N/A
Management	5*	3*	2*	N/A	N/A

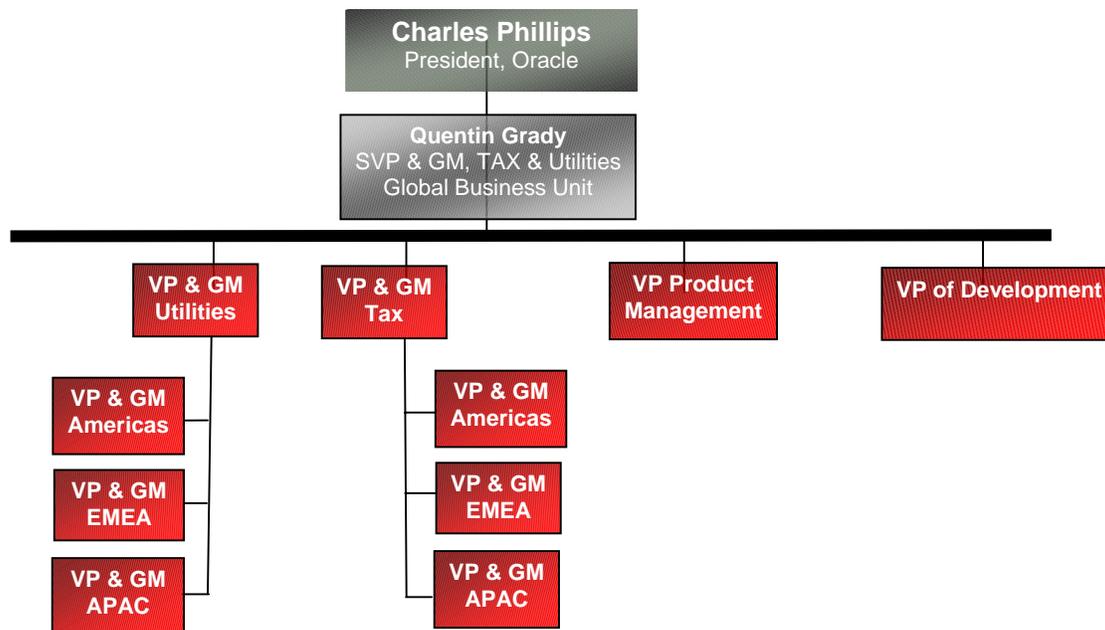
Oracle

The Oracle Utilities Global Business Unit is responsible for the proposed products. Please see the organizational chart below.

As of May 31, 2009, Oracle employed approximately 86,000 full-time employees, including 20,000 in sales and marketing, 8,000 in software license updates and product support, 28,000 in services, 22,000 in research and development and 8,000 in general and administrative positions. Of these employees, approximately 28,000 were located in the United States and 58,000 were employed internationally.

Department	2009	2008	2007	2006	2005
Sales and Marketing	20,000	19,465	16,902	13,534	11,445
License Updates and Product Support	8,000	7,642	6,775	5,500	4,937
Services	28,000	28,215	25,068	16,435	14,125
Research and Development	22,000	20,607	18,130	14,432	13,114
General and Administrative Positions	8,000	8,304	7,799	6,232	6,251
Total	86,000	84,233	74,674	56,133	49,872

TUGBU Organizational Structure



3.3 FINANCIAL CONDITION

- 3.3.a Annual reports and/or financial statements for the division of the company directly responsible for the product or services proposed in this RFP for each of the last three fiscal years. Provide a statement indicating your agreement to provide the requested financial information if you are selected as a finalist.**

EP²M and Oracle both agree to provide the requested financial information, if our solution is selected as a finalist.

3.4 USER GROUP INFORMATION

- 3.4.a Provide the following information regarding user groups:**

- (i) When was the user group organized?**

Quest International Users Group is a global, not-for-profit association that supports Oracle applications users, including PeopleSoft, JD Edwards, Oracle Utilities, and the applications ecosystem, from the underlying ERP solutions to the numerous complementary products and services. Quest exists to enhance value through collaboration and partnership within the user community worldwide, so many of our services and benefits are available at no cost (subscriber level) or for a very affordable membership fee (member level). We are an independent organization, but have a successful history partnering with Oracle and the various divisions for the benefit of customers.

The rapid growth from a handful of members in 1995 to more than 50,000 subscribers and members today demonstrates the value of the education, networking, solutions, collaboration, and cost savings Quest provides to the user community. Yet, Quest also strives to bring networking down to a more manageable level through a network of special interest groups and small-group activities.

From the customer-driven COLLABORATE user conference, regional events, magazines, e-newsletters, special interest groups to our "behind the firewall" online tools—Quest has something to offer everyone.

Within Quest there is a network of user groups that focus on networking and knowledge sharing specific to the members' shared interest. Through meetings, conference calls and other interaction opportunities, user group members share their best practices, work on enhancement requests, get updates on the latest Oracle news, and make important contact with other users.

For more detailed information, please view Quest's website: www.questdirect.org.

- (ii) How many members belong to the group?**

Quest is a community of over 50,000 members and 90+ affiliated user groups worldwide. Traditionally, about 70% of the Customer Care and Billing client base is active in the User Group.

(iii) How often does the user group meet?

Oracle holds mini-user sessions throughout the year for our individual product lines. We also hold our annual global users conference in the fall, where all product lines come together for three days, and a variety of training, product update, and case study sessions and roundtables are held by Oracle subject matter specialists, clients, and guest speakers.

A user conference also takes place within Oracle OpenWorld, in San Francisco.

Quest International also offers a full calendar of events to support the user community, most notably the annual COLLABORATE Conference.

(iv) What were the attendee registration costs and where were the locations of the last three meetings?

Quest International’s annual COLLABORATE Technology and Applications Forum for the Oracle Community offers a hands-on workshop environment in which the users drive the content for the agenda and provide feedback for product enhancements. Created by and for customers, COLLABORATE offers an expert blend of customer-to-customer interaction and insights from technology visionaries and Oracle strategists.

Previous venues for COLLABORATE included Las Vegas in 2007 and Denver in 2008. This year’s conference, COLLABORATE 09, was held in May in Orlando, Florida. For more information, please visit www.collaborate09.com. Registration costs are as follows:

Registration Category	Early Bird Rates Start & End Dates	Online Rates Start & End Dates	Onsite Rates Start & End Dates
Quest Customer & Vendor Members	\$1335 November 3, 2008- April 2, 2009	\$1535 April 3, 2009- April 23, 2009	\$1735 May 3, 2009- May 8, 2009
Quest Customer & Vendor Non-members	\$1675 November 3, 2008- April 2, 2009	\$1875 April 3, 2009- April 23, 2009	\$2075 May 3, 2009- May 8, 2009

Next year, COLLABORATE 10 will be held in Las Vegas, NV from April 18-22.

(v) Name, phone number and email address of the group president.

Quest is led by a volunteer Board of Directors, comprised of Oracle customers. These customer volunteers devote their time, expertise, and leadership to enhancing user-to-user communication and collaboration and advocating for the needs and priorities of the user community. Their work is for the benefit of users of Oracle applications and related products everywhere.

The current President is:

Sue Shaw
ERP Architect
Shell Canada, Ltd.
susan.shaw@questdirect.org

(vi) Are there membership fees?

Yes, there are membership fees. There are various member categories and benefits of each level.

Please view the information on Quest's website for membership fees:
<http://www.questdirect.org/QuestDirect/About/Membership+Levels.htm>.

(vii) Is there a user group bulletin board/newsgroup on the Internet?

There are multiple resources available on the Quest website. They include:

- Quest's Enhancement Request Process—Get details on the process now, or go directly to our online tool. Our enhancement request process gives Quest's community a way to submit and discuss their ideas and proposals for enhancement request to the Oracle products they use. It involves Quest's affiliated SIGs, IUGs, and PUGs and their Oracle points of contact that will be active in helping move potential requests through the process.
- Where Else Can You Find Quest? Quest is now the proud member of several different social media networks. Find us on Facebook, twitter, LinkedIn or Oracle Mix.
- Oracle University: Live Virtual Classes—through Quest, Oracle University is offering online training you need with new, online Live Virtual Classes, which provide an educational experience that is comparable to our traditional in-class training.
- Quest Job Bank—Exclusively for Quest members! You can post an opening within your company or perform a confidential, online search for openings in your geographical area or professional area of interest.
- Staples Business Advantage Discount—Quest members receive discounts for their entire company on Staples purchases.

- The Blog Roundup—Your source for outside blogs, which provide an avenue for your questions to be answered, a way to share information and seek advice to get the most out of your business software investment.
- Q&A Magazine—Produced exclusively for Quest members. Get forward-looking insight from Oracle executives. Get tips and techniques you can implement right away.
- User Groups Online—Extend the value of your Quest experience by joining a product- or industry-focused special interest group or geographically based community. It takes seconds to review the options available and add them to your Quest record.
- Ask the Experts—Got a question? Get an answer from a product expert.
- Member Directory—Quest customer members can easily locate and communicate with another customer member using our searchable, online directory of members.
- Vendor Directory—Need a product, service, or consultant in your area or focused on your particular need? There is no easier way to start your search than Quest's online, searchable directory of vendors.
- The Observation Deck—Review our specialized electronic newsletter with content aimed at managers, directors, presidents, and executives.
- Oracle University Portal for Quest International Users Group—Go directly to the training resources for PeopleSoft and JD Edwards users, using the special Quest International Users Group portal for Oracle University. Visit your one-stop information source for Oracle education, new classes add free training. Get a head start by enhancing your knowledge about Oracle's product offerings and its industry recognized certification program. Other benefits include a new web based class request form and a dedicated phone number for the exclusive use of Quest members.

(viii) How often is this bulletin board/newsgroup updated?

These resources are updated as often as the users deem appropriate.

(ix) Does the user group provide input concerning product enhancements?

Yes, enhancement requests can be made via User Groups. Oracle dedicates extensive time to analyzing customer enhancement requests, across all product lines. Oracle's independent global User Groups have created a single "Fusion Channel," through which user group members worldwide can assist and provide feedback directly into our development effort. Members of Oracle User groups may utilize the Online Enhancement Request process that offers every member the opportunity to submit enhancement requests to Oracle software, so in this way they can contribute to the ongoing development of our systems. Quest International also provides a formal enhancement input process.

(x) What percentage of your product enhancements comes from user group suggestions?

Feedback from the user group and community impacts nearly all enhancements that are made to the product. As a general rule, a minimum of 20% of enhancements are made directly as a result of user group requests.

(xi) Two examples of enhancements as a result of user group input.

- Case Management—was built to support Complaints & Compliments capabilities.
- To Do enhancements—To Do is a module for managing exceptions that require manual attention by users. Based on input from the user group, significant enhancements have been made to this module, including greatly improved search capabilities, automatic assignment to users based on skill levels, improved workflow functions to enable collaboration with other users, and better management visibility of the overall workload.

(xii) Is the user group a national organization or are there regional chapters?

Quest is an international organization with chapters in North America, EMEA, and APAC. The Oracle Utilities community is organized by individual product line. Quest International has the following Oracle Utilities Product User Groups (PUGs):

- Oracle Utilities Customer Care and Billing (CC&B)
- Oracle Utilities Load Analysis
- Oracle Utilities Mobility
- Oracle Utilities Network Management System (NMS)
- Oracle Utilities Work and Asset Management (WAM)

3.5 Number of Systems Implemented

3.5.a Provide the number of implementations on the version being proposed (or comparable product). Include each application implemented only where your company was the prime contractor responsible for the project. For each application implemented, include the number contracted in the last 12 months, total number contracted to date, and total number of live sites.

List only the number of implementations on the version being proposed where client was converted from an existing legacy or commercial application.

Application	# in last 12 months	Total # to Date	# Live to Date
CC&B 2.2.	2	2	1

List only the number of upgrades on the version being proposed.

Application	# in last 12 months	Total # to Date	# Live to Date
CC&B 2.2 (current version)	10	10	8

3.6 Product Line

3.6.a Provide the original development date as well as the date and version number of the last two releases (#1 most current) for each application proposed.

Application	Original Development Date	Release #1 and Version #	Release #2 and Version #
CC&B 2.2.x (current version)	2007	Release #12 Version 2.2	
CC&B 2.0	2006	Release #10 Version 2.1.5	
CC&B 1.2	2001	Release #1 Version 1.2	

3.7 POLICIES REGARDING REGULATORY REQUIREMENTS

3.7.a Describe how you monitor federal tax/regulatory proposals and mandates in order to identify required changes to application code.

3.7.b Describe how you monitor state tax/regulatory proposals and mandates in order to identify required changes to application code.

Oracle's overall application strategy is to provide flexible software products that can be configured for regulatory environments around the world. The firm does this in many ways, which include:

- Subscribing to analyst and news subscription services that provide information, analysis, and recommendations about the energy market, energy corporations, regulatory and political issues, and industry and technology trends. These include Gartner, Energy Insights, The C Three Group, Chartwell, Sierra Energy Group/Energy Central, UtiliPoint, Forrester, and LexisNexis.
- Participating in industry alliances such as the Smart Energy Alliance, Austin Energy's Pecan Street Project, and Demand Response and Smart Grid Coalition, in order to work with energy and technology partners to influence and drive standard practices, thought leadership, and industry policy.
- Participating in and attending conferences and webinars around the globe to stay current with industry and technology trends.
- Holding regular Customer Advisory Board meetings with Oracle clients from each product line to address business and regulatory requirements.

3.8 R&D ACTIVITIES/STRATEGIC PRODUCT DIRECT

3.8.a Provide a description of your current research and development activities. Include percentage of total revenue reinvested in product development annually and provide the actual dollar figure invested/reinvested annually for each of the past 5 years.

Research and development expenditures were \$2.8 billion, \$2.7 billion and \$2.2 billion, in fiscal 2009, 2008 and 2007, respectively, or 12% of total revenues in each of the aforementioned fiscal years. As a percentage of new software license revenues, research and development expenditures were 39%, 36%, and 37% in fiscal 2009, 2008, and 2007, respectively.

Rapid technological advances in hardware and software development, evolving standards in computer hardware and software technology, changing customer needs and frequent new product introductions and enhancements characterize the software markets in which we compete. We plan on continuing to dedicate a significant amount of resources to research and

development efforts to maintain and improve our current product offerings including our database, middleware, and applications software products.

3.8.b Provide a statement of your strategic direction for each of the product lines being proposed, including a development timeline through the life of the current version.

Oracle has a dedicated Product Strategy group that defines the future direction of Oracle's solutions globally. To ensure the marketability of these products, the Product Strategy group develops three types of strategies:

- Industry Strategies. These strategies include analyses of current needs in the industry, as well as development of competitive intelligence and strategies to address both the needs of the industry and to counter efforts by Oracle's competition.
- Technology Strategies. These initiatives identify technology trends and determine how to incorporate these technologies into Oracle's products.
- Product Strategies. These strategies identify new or enhanced functionality for the products and define how these should be incorporated into the products globally. The groups solicit input from clients, internal and external sales forces, implementation partners, business partners, and third-party consultants to identify and prioritize product requirements.

Oracle solicits client input for these strategies in several ways:

- Executive Advisory Committee. Oracle hosts an Executive Advisory Committee composed of top management personnel from each of its clients. This committee meets annually to discuss key issues with decision makers in Oracle.
- User Group. Oracle works with its Global Customer Alliance to help client users improve upon functionality and ease of use.
- Client Satisfaction Reviews and Periodic Reviews with the Assigned Account Manager. Oracle conducts periodic reviews to assess its clients' satisfaction with the delivered system and to solicit feedback for continuous improvement processing. Oracle also appoints an Account Manager for each client who serves as the client's advocate at Oracle and conveys the client's input to the Product Strategy group for consideration for future product direction.
- Professional Relationships. The solid professional relationships between Oracle and its clients afford a more informal, open communication channel on a daily basis. Oracle reviews all suggestions for product modification or direction seriously and brings them to the product steering committee for assessment.

Oracle has several initiatives underway to:

- Continually enhance its product functionality to meet the needs of target services industries in existing and emerging markets.

- Develop standard interfaces to other leading vertical solution applications.
- Keep its products current with emerging technology standards.
- Continue to develop and refine the Oracle Utilities Customer Care and Billing tools, providing implementers new options for installing and managing Oracle Utilities Customer Care and Billing, while meeting the demand for quick and easy upgrades.
- Continue improving upon the business process automation, including automated work process flow and Web services orchestration.

Oracle is constantly working with our global customer base and prospects in the utility industry around the world while also actively participating in industry trade shows, conferences, publications, and working with industry analyst to make sure that we keep the product in its Number 1 ranking.

Please see Appendix C – Product Roadmaps for copy of Oracle’s proposed direction for the Oracle Utilities Customer Care & Billing product.

3.9 IMPLEMENTATION SUPPORT

The City of Long Beach has undertaken a strategic business and IT project to replace their current utility billing system with a new state of the art, commercial off the shelf Customer Information System which will meet all of the business functions of the City’s utilities services department. CLB desires to partner with a prime contractor to provide software and services. The CLB staff would work as a functional, integral part of the project team alongside the prime contractor. The key areas that the combined team of EP²M and CLB will focus on during the course of the project are the following:

- Project Management (All aspects)
- Product Installation
- Product Configuration
- Plug In Design and Development if needed
- Interface Design and Development
- Data Mapping
- Data Conversion
- Data Cleanup Support
- Data Balancing
- Testing (full life cycle)
- Training
- Quality Assurance
- Business Change Management
- Communications
- Cut Over
- Post Go Live Support (40 days)

Once the contract has been awarded, EP²M will work with CLB to build a detailed Statement of Work (SOW), which will be reviewed and signed off before any work starts. Please see Appendix G – SOW Template for a sample SOW template that would be used as an initial draft. The SOW will be the detailed project approach covering each of the phases of the implementation methodology. The key focus areas are the following:

- Detailed description of the project and each phase
- Roles and responsibilities of all participants
- Work activities
- Deliverables
- Milestones
- Assumptions
- Key dates
- Sign off procedures
- Administrative tools and techniques
- Administrative procedures (time, status and issue reporting)
- Project schedule

Once the SOW is complete, the project will start based on the Implementation Methodology (detailed below) to guide the project. Our Project Management Methodology and Processes are based upon the PMI's PMBOK (Project Management Body of Knowledge), an industry standard.

For projects of this complexity and size, we have established a series of Critical Success Factors that are key to a successful CIS project. It has been proven that when these CSFs are properly in place that the challenging and unique situations that arise during the course of the CIS project can be addressed rapidly.

- Empowered, Dedicated and Participative Project Team
- Engaged Steering Committee
- Tireless Project Management
- Solid Project Communication
- Issue Management
- Scope Control, Scope Control, Scope Control
- Ability to get away from doing it the old way
- Rapid Decision Making
- Project Team works as an ambassador, in support of the Business & IT changes.
- Realistic Project Schedule
- Time, Quality, Cost – It's a balance
- Deploy your best people

3.9.a Initiation Activities – Project Kickoff



The objective of the Project Kickoff phase is to prepare the project team for the implementation effort. The Project Kickoff phase comprises the activities that result in a well organized, well run project. Project management preparation takes place, resulting in the development and communication of project standards and controls, roles and responsibilities, establishing the team work area, finalization of the key project milestones and overall project timetable, and executing the kick off meetings. During this phase a formal presentation of the proposed project approach to the Project Steering Committee is presented. It is also imperative at this Steering Committee session that the project goals and objectives are confirmed and documented. The team reviews the project plans and implementation process, installs the software, and begins to prepare for the Analysis Workshop phase. All Initiation Activities identified in the RFP are included in this phase, with the exceptions listed below which are covered in subsequent phases.

Key Activities

- Develop a detailed project schedule which includes project activities, tasks, timelines, and resource assignments.
- Conduct a project kick off meetings with the CLB Steering Committee and the combined project team to:
 - Confirm the project objectives, project scope, high level timeline, and staffing;
 - Identify the project team participants and responsibilities;
 - Define critical success factors, project risks, and project assumptions; and
 - Review Project Methodology and Project Schedule.
- Present a high level overview of each functional area covered by the licensed software.
- Start development of a communications plan which includes major checkpoint milestones, project status reporting strategies and approach for communicating with project personnel.
- Develop Issue Management Plan.
- Develop Change Request Procedure.

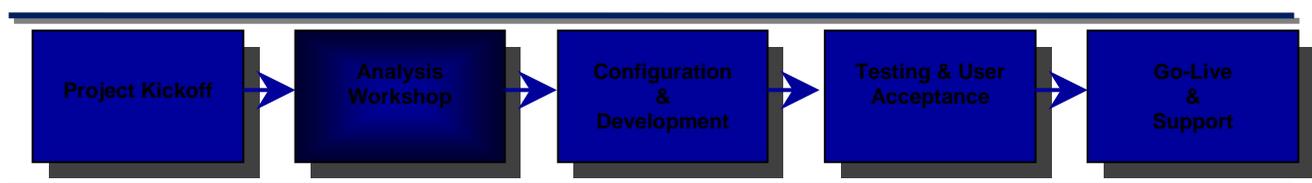
The RFP lists the following Initiation activities that EP²M includes as part of our Analysis Workshop phase:

1. Vendor will identify all the appropriate functional areas and interfaces to be analyzed in the Analysis Phase, and determine to what extent the analysis should be carried out.
2. Interfaces will be identified, the current systems environment will be presented, and a future state will be defined. Vendor will deliver standard interfaces.
3. Initial drafts of strategy documents will be prepared for conversion and interfaces. Vendor will provide all standard reports from within the product.
4. Review of operating requirements, hardware configuration and requirements, processing speed and capacity based on revised requirements needed for initial demo, configuration master, conversion, training and other required environments.
5. The scope of the Project and results of the Initiation Phase will be documented in the Discovery Report.

Key Deliverables

- Project schedule
- Roles and responsibilities
- Kick off meeting presentation
- Critical Success Factors
- Project risks
- Project assumptions
- Draft Communications Plan
- Issue Management Plan
- Change Request Procedure.

3.9.b Analysis Activities – Analysis Workshop:



This phase takes an in-depth review of the client’s business requirements and processes. It begins with functional training on the CC&B product. Following the training, all requirements are discussed, documented, and tracked during the Analysis Workshops. The team begins to specify configuration values and changes to existing business processes are identified. Data conversion mapping and interface workshops identify the data to be converted and interface data that is required to flow between integration points. All Analysis Activities identified in the RFP are included in this phase, with the exceptions listed below which are covered in subsequent phases.

Key Activities

- Presentation of a high level overview of each functional area of CIS.
- Functional product training.
- Preliminary identification of interfaces and functional areas for analysis.
- Functional workshops, including configuration, reports, and best practices.
- Business process review.
- Interface workshops.
- Conversion mapping workshops including identification of data cleansing requirements and activities.
- Identify related workflow, Work list, and script building requirements.
- Identification of issues and issue resolutions.
- Review of operating requirements, hardware configuration and requirements, processing speed and capacity based on revised requirements needed for initial demo, configuration master, conversion, training, and other required environments.
- Identification of future state.
- Preparation of Process Analysis Report document.
- Review project schedule for remainder of project.

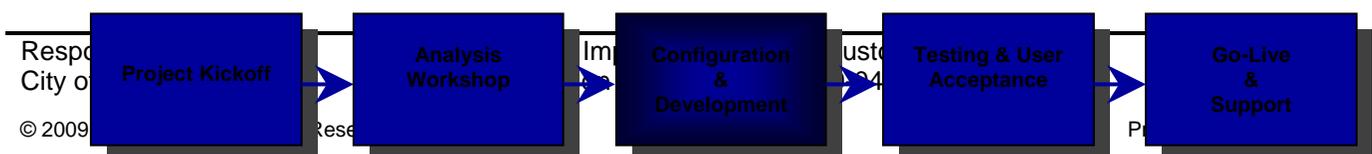
The RFP lists the following Analysis Workshop activities that EP²M includes as part of our Testing and User Acceptance phase:

14. Review, develop, modify test plans and operational readiness plans.

Key Deliverables

- Functional product training.
- Decision sheets including strategy documents for conversion and interfaces.
- Process Analysis report.
- Updated project schedule.
- Configuration spreadsheets.
- Finalized data mapping.
- Change Requests

3.9.c Assembly Requirements – Configuration and development



Utilizing the material gathered in the previous phase, the Project Team will configure the software and develop the CC&B configuration instance.

Key Activities

- Install Oracle CC&B software into configuration instance.
- Enter configuration.
- Conduct initial test of instance to confirm configuration.
- Develop custom reports, programs, conversion programs, and interfaces as identified in the Requirements Document.
- Conduct unit testing of custom reports and programs.

Key Deliverables

- CC&B configuration instance
- Custom reports and programs.

3.9.d Acceptance Requirements – Testing & User Acceptance:



The objective of this phase is to confirm that the Oracle CC&B environment has been configured to match the Process Analysis report documented in the Analysis Workshop phase. To accomplish this objective, the Project Team will provide training to the CLB testing team on the usage of the Oracle CC&B application. They will also assist CLB with the testing. Defects will be fixed and retested. All Acceptance Requirements identified in the RFP are included in this phase.

Key Activities

- Prepare end-user training materials.
- Conduct CLB Train the Trainer Training.

- Review, develop, and modify test plans and operational readiness plans.
- Testing of all interfaces, modifications, plug-ins, reports, conversion, etc.
- Execute user acceptance test.
- Verification of the functional checklist.
- Verification of conversion programs.
- Development of User Acceptance Test Plan.
- User Acceptance Testing.
- User Acceptance Sign-off.
- Trial (mock) conversions.
- Development and finalization of cutover and contingency plans.
- Revise configuration and custom reports/programs as necessary.
- Revise end-user training materials when necessary.
- Final hardware platform requirements for live operations are installed.

Key Deliverables

- End User Training Materials.
- Test Scripts.
- Train the Trainer training completed.
- User Acceptance sign-off.
- Cutover plan.
- Successful trial conversion.

3.9.e, f, g Pre Go-Live, Cutover, and Post Go-Live – Go Live & Support



Go Live includes the planning for and final implementation of the production instance. This task includes execution of any data migration procedures and final testing. Finally, the Project Team will monitor the production usage and adjust as necessary. All Pre Go-Live, Cutover, and Post Go-Live activities identified in the RFP are included in this phase.

Key Activities

-
- Execute external communication plan (customer and vendor notification as necessary).
 - Execute internal communication plan (notification of CSRs and other staff).
 - Receive final approval from CLB council as needed.
 - Execute cutover plan.
 - Deliver end-user training.
 - Prepare production environment.
 - Conduct data migration activities.
 - Conduct final go-live testing.
 - Launch application.
 - Monitor usage and adjust as necessary.
 - Review contingency plans.

Key Deliverables

- Go-Live checklist.
- Cut over support.
- Completed end-user training.
- Post go-live implementation support (40 business days).
- Signed Certification of Project Completion.
- Resolution of outstanding production issues.
- Follow up report.
- Transition from project team to support team.

3.9.h The positions and names of your proposed implementation team. Include a resume for each team member showing qualifications and experience, including the name and contact phone number for the last two sites worked by each proposed team member.

Name and Position	Contact #1	Contact #2
Brett Eberlein Project Manager	Orlando Utilities Commission Greg Rodeghier, (407) 236-9600	Tucson Electric Power Drew Dodd, (520) 745-3320
Liz Goldwin Functional Architect	Tucson Electric Power Drew Dodd, (520) 745-3320	Omaha Public Power District Juli Comstock, (402) 636-3704
Muthu Kumaran Interface Architect	Omaha Public Power District Juli Comstock, (402) 636-3704	Hillsborough County Water Margie Stapleton, (813) 272-5977 ext 43454 Troy MacDonald, ext 43308
Jess Bolanos Functional Designer	Pacific Gas and Electric Elaine Stupi, 415-973-3145	Cap Gemini Energy (TXU) Randy Lamm, 972-679-9895
Willys Chang-Mah Interface Designer	Kansas City Power and Light Lois Stark, 816 556-2010	Tucson Electric Power Drew Dodd, (520) 745-3320
Chris Hurst Conversion Designer	Rappahannock Electric Coop Debbie Stanley, 540-891-5860	SouthWest Water Company Lynda Shalfoe, 512-689-0790
Tejas Babu Technical Architect	IBM (Citibank project) Madeline Lennon, (877) 569-1548	Sam Houston Electric Coop Steven Robinson, (832) 295-9189
Rodrigo Gajitos Designer/Developer	Tucson Electric Power Drew Dodd, (520) 745-3320	Philadelphia Gas Works (Oracle) Ron Perez, 972-501-3885
John Lester Ching Designer/Developer	Tucson Electric Power Drew Dodd, (520) 745-3320	Lafayette Utilities System, Andrew Duhon, 337-291-8278
Marlon C. Camus Developer	Tucson Electric Power Drew Dodd, (520) 745-3320	Lafayette Utilities System, Andrew Duhon, 337-291-8278
David Lewis	Rene Newton, Applications Development Manager – Albuquerque Water Authority, (505)767-5851	Dana Drysdale, VP Info System - San Jose Water, (408) 279-7977
Kevin McCaslin	Rene Newton, Applications Development Manager – Albuquerque Water Authority, (505)767-5851	Dana Drysdale, VP Info System - San Jose Water, (408) 279-7977

Please see Appendix H – Resumes.

3.9.i Describe by individual (name and title) the general tasks your personnel will perform during implementation.

Name and Position	Tasks
<p>Brett Eberlein Project Manager</p>	<ul style="list-style-type: none"> The EP2M Project Manager is responsible for the management of the day to day project activities as they relate to the EP2M deliverables, as well as management of any third party resources hired by EP2M to provide services. The EP2M Project Manager will team and coordinate with the CLB Project Director to accomplish all the scheduled tasks as represented in the Statement of Work (SOW) and project schedule.
<p>Liz Goldwin Functional Architect</p>	<ul style="list-style-type: none"> The EP2M Functional Architect is responsible for the assessment of business requirements and development of overall product solution for CLB. The EP2M Functional Architect will lead Analysis Workshops to assess how the product will be configured to meet business requirements and identify any gaps that will require custom algorithms and plug-ins. The EP2M Functional Architect will share responsibilities with the Functional Designer in performing design of algorithms, plug-ins, user exits, and interfaces while also providing oversight to the Functional Designer. The EP2M Functional Architect will support CLB during application configuration and testing as well as through go-live.
<p>Muthu Kumaran Interface Architect</p>	<ul style="list-style-type: none"> The EP2M Interface Architect will lead Interface Workshops to assess and determine the integration solutions for the various required interfaces. The EP2M Functional Architect will share responsibilities with the Interface Designer in performing design of interfaces while also providing oversight to the Interface Designer. The EP2M Interface Architect will support CLB during application integration testing as well as through go-live.
<p>Jess Bolanos Functional Designer</p>	<ul style="list-style-type: none"> The EP2M Functional Designer works closely with and supports the Functional Architect during the Analysis phase by capturing meeting notes, action items, and issues, as well as researching proposed solutions to business requirements. The EP2M Functional Designer will support design of algorithms, plugins, user exits, and interfaces. The EP2M Functional designer will support CLB during application configuration and testing, as well as through go-live.
<p>Tejas Babu Technical Architect</p>	<ul style="list-style-type: none"> The EP2M Technical Architect is responsible for the installation of the CC&B product and will provide knowledge transfer to the CLB technical team on installation and management of Development, Testing, Training, and QA environments. The EP2M Technical Architect will provide Technical Support to the CLB team on an as needed basis during the project.

Name and Position	Tasks
Willys Chang-Mah Conversion Designer	<ul style="list-style-type: none"> The EP²M Conversion Designer is responsible for guiding the CLB conversion team members through data mapping and identifying necessary translation rules required to appropriately convert the legacy CIS to CC&B. The EP²M Conversion Designer will be responsible for supporting the use and execution of CC&B conversion tools/utilities during the project.
Chris Hurst Interface Designer	<ul style="list-style-type: none"> The EP²M Interface Designer works closely with and supports the Interface Architect during the Analysis phase by capturing meeting notes, action items, and issues, as well as researching proposed solutions to integration requirements. The EP²M Interface Designer will support the design of interfaces. The EP²M Interface Designer will support CLB during application Integration testing, as well as through go-live.
David Lewis Trainer	<ul style="list-style-type: none"> The EP²M (Lionwerx) Trainer will be responsible for delivering Project Team Training, developing a Training Plan, customizing training materials and delivering End User Training.
Kevin McCaslin Trainer	<ul style="list-style-type: none"> The EP²M (Lionwerx) Trainer will be responsible for delivering Project Team Training, developing a Training Plan, customizing training materials and delivering End User Training.
Rodrigo Gajitos Designer/Developer	<ul style="list-style-type: none"> The EP²M Functional Designer/Developer is primarily responsible for the design and development of algorithms, plugins, user exits, and interfaces. The EP²M Functional Designer/Developer will provide testing support during the system integration and user acceptance testing of the various components developed.
John Lester Ching Designer/Developer	<ul style="list-style-type: none"> The EP²M Functional Designer/Developer is primarily responsible for the design and development of algorithms, plugins, user exits, and interfaces. The EP²M Functional Designer/Developer will provide testing support during the system integration and user acceptance testing of the various components developed.
Marlon C. Camus Developer	<ul style="list-style-type: none"> The EP²M Developer is primarily responsible for the development of algorithms, plugins, user exits, and interfaces. The EP²M Developer will provide testing support during the system integration and user acceptance testing of the various components developed.

3.9.j Provide the typical delivery lead-time from contract execution to (a) the delivery of the Application Documentation and (b) the onsite installation of the base Application Software.

The application documentation and base application software are usually made available for download by the software vendor within 30 days of executing a software license agreement. EP²M can download and install the application within 30 days of executing a professional services agreement and SOW.

3.9.k The anticipated conversion/implementation time in weeks. Conversion of existing data to the new system is mandatory. It is anticipated that data must be converted from at least (but possibly not limited to) the CIS Legacy System. Conversion activities will include (but not be limited to): data mapping, development of conversion specifications, conversion programming, conversion testing, data clean-up, intermediate conversions, as needed, and production conversion for up to thirty six (36) months of CLB history from all of the aforementioned systems.

Conversion activities start at the inception of the project and are integrated into EP²M's Implementation Methodology. Described below are the major conversion activities that will occur throughout the project. A table follows that outlines activities and time frames by phase.

Conversion Strategy and Planning: Develop the overall conversion strategy and plan that details roles and responsibilities, approach, assumptions, data volumes, data sources, audit and control, technical environment considerations, issue tracking and management, and data cleansing.

Data Mapping: Detailed data mapping consists of equating every required data element in the target system to a data element in the legacy system and vice versa.

Configuration of Control Tables: System Control Table configuration is normally a separate task, but it is a prerequisite of the conversion effort.

Cleansing the Legacy Data: Data cleansing is performed to ensure that only good data is passed into the conversion process. Some data may be cleansed as a result of the conversion process itself.

Extract data to Conversion Design and Development: A conversion programming effort may be required to extract and format certain legacy data for loading to Oracle tables.

Extract data to Conversion Environment: Legacy system data is extracted and loaded to Oracle tables against which the data mapping is done.

Data Transformation Scripting/Development: Data transformation is done using scripts, or through the use of other tools, in accordance with defined detailed mapping rules. The transformed data is loaded into a Staging Schema resembling the final production tables.

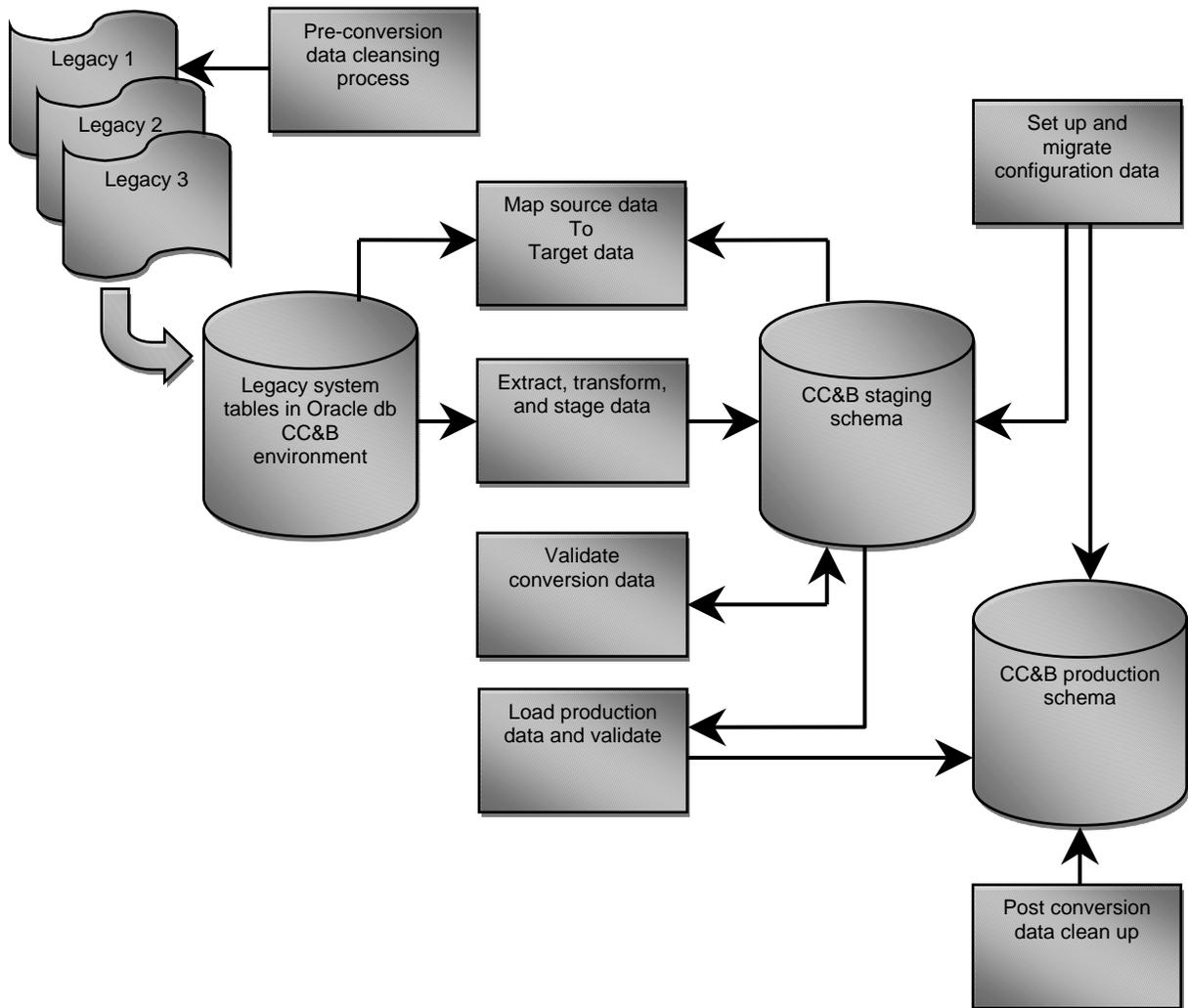
Mock Conversion Validation to Staging Schema: The data is validated according to CC&B validation rules. Referential integrity validation is also done.

Mock Conversion Load Data into Production Schema and Validate: Data is copied from the Staging schema to the production schema where final validation is performed.

Post Conversion Cleanup: At the end of the conversion process, some additional cleanup tasks may be required.

Phase	Conversion Activity	Duration in Weeks
Project Kickoff	<ul style="list-style-type: none"> • Conversion Strategy and Planning 	2 - 4
Analysis Workshop	<ul style="list-style-type: none"> • Data Mapping. • Extract data to Conversion Design • Data Cleansing Identification 	16 - 20
Configuration & Development	<ul style="list-style-type: none"> • Configuration of Control Tables • Extract data to Conversion Development/Test • Data Transformation Scripting/Development • Data Cleansing Identification • Cleansing the Legacy Data 	12-16
Testing & Acceptance	<ul style="list-style-type: none"> • Mock Conversion Validate and Load (Iterative) • Cleansing the Legacy Data • Post Conversion Cleanup 	16 - 20
Go-Live & Support	<ul style="list-style-type: none"> • Final Conversion • Post Conversion Cleanup 	2 - 4

The following high level conversion process flow is included for clarification purposes:



3.9.m CLB’s responsibilities and CLB manpower requirements for each implementation task.

CLB’s manpower requirements are listed below (FTEs) by Project Phase as well as description of responsibilities. In addition, Appendix G – SOW Template provides detailed descriptions of responsibilities for project tasks and activities.

Phase	Project Mgmt and Admin	Functional SMEs	Technical SMEs	IT Support
Project Kickoff/Startup	1 - 2	6-8	2-3	1-2
Analysis Workshop	1 - 2	6-8	2-3	1
Configuration & Development	1 - 2	6-8	2-3	2
Testing & Acceptance	1 - 2	8-10	2-3	2
Go-Live & Support	1 - 2	6-8	2-3	2

Role	Responsibilities
Project Manager	Project manager will have primary responsibility for the CLB project staff, project schedule management and coordination with EP²M Project Manager.
Business Functional Subject Matter Expert	Staff that have a deep understanding of all current and desired business practices and procedures across the organization. These core team members will help drive the decisions in configuration and workflow workshops. These members make up the primary “core team” for the project. Knowledge of the subject matter areas that need to be covered are the following: Customer Services, Meter Reading, Services Order processing, Trouble Reporting, Cash Processing, Customer Financial Accounting, General ledger and Financial Transaction, Billing, Accounts Receivable, Business Processing understanding of all the above areas, ability to develop and conduct system tests.
Business Technical Subject Matter Expert	Staff that has a deep understanding of current application and data flows. These core team members will be instrumental in the data migration and interface tasks on the project. Knowledge areas that need to be covered are the following: Data Extract, Data Scrubbing, Data Transformation, Interface design, development & testing, Test environments, training environments, production environment.

Role	Responsibilities
IT Support	IT staffing for System Administration, DBA functions. One primary and a backup are recommended.

3.9.n The type of implementation support you provide as part of your proposed implementation services. Include site preparation, system testing, user training, data conversion, parallel running, custom/specific documentation, and any other implementation items.

The implementation services proposed are described above in EP²M's Implementation Methodology.

3.9.o A Software Specification/Requirements Document outline that will be used in any proposed custom modification process. Also please provide a description of your standard requirements definition/approval procedures used for custom work.

An outline Requirements/Decision Sheet Document is as follows:

1. Description of the Requirement.
2. Impact if the Requirement is not met.
3. Solution Scenarios.
 - a. Scenario 1 (Repeat for each Solution Scenario identified).
 - i. Describe Algorithm, User Exit or Plug-In if Required
 - ii. Describe Interface if Required
 - iii. Describe Business Process Change if Required
 - iv. Assumptions.
 - v. Constraints.
 - vi. Technical Impact.
 - vii. Conversion Issues.

An outline Software Specification Document is as follows:

1. Requirement Description
2. Algorithm, User Exit or Plug-In Reference
3. Gap Description
4. Assumptions
5. Solution Diagram
6. Solution(s) Diagramed in Visio
 - a. Method of Development
 - b. Algorithm Entity / Socket
 - c. Plug-In Parameters
 - d. Processing Functionality
 - e. Configuration Requirements
7. EP²M Responsibilities

8. EP²M Effort/Cost
9. Client Responsibilities
 - a. Interdependencies
 - b. Conversion
 - c. Interfaces
10. Related Plug-ins or Processes
11. Algorithms
12. Characteristics
13. Future Releases

Requirements Definition Review and Approval Procedures

The Project Team consists of the individuals assigned to the project by CLB and EP²M. The CLB project team members should be authorized to make decisions concerning the requirements and functionality of the system, design of new business processes, and other aspects of the Project such as interfaces, conversion, and reports.

The Project Team is responsible collectively for producing the project deliverables. These deliverables will be identified in the Statement of Work. An example of a deliverable would be documents describing changes to the way business will be conducted when the new system is implemented. The Project Team will make recommendations among a choice of possible paths, which must be reviewed and approved by others who will be impacted by the changes.

Each deliverable will be reviewed within the Project Team in a peer review session. The Project Team will ensure that the contents of the document accurately reflect the discussions and decisions that lead to the development of the document. Once the deliverable has gone through the peer review and revisions made, then a review with project directors will be scheduled. In addition, others may be invited when the nature of the deliverable warrants their participation.

Reviews will be facilitated by the EP²M Project Manager, and attended by the reviewers who have been selected as appropriate for each review. The list of deliverables and the expected dates and reviewers will be developed and customized for each Phase of the project. This review schedule will be based on the Master Project Schedule.

An overview of the results of the reviews and the contents of the deliverables will be presented to the CIS Steering Committee on a monthly basis or as appropriate.

The EP²M Project Manager will submit a Certificate of Acceptance (COA) for signature, once the deliverable is deemed accepted.

3.9.p A Software Specification/Requirements Document outline that will be used in the custom interface process. Also please provide a description of your standard requirements definition/approval procedures used for custom work.

1. Interface Description
2. Assumptions / Constraints / Pre-requisites

- a. Assumptions
- b. Constraints
- c. Pre-requisites
3. External Interfacing Systems / Agents
4. Interface Diagram
5. Interface Detailed Design
 - d. Interface Requirements and Design Approach
 - e. Frequency of Interface
 - f. CC&B Interface Point / Trigger
 - g. Related Plug-ins or Processes
 - h. System Configuration
6. Business Practice Changes Required to Support Solution
7. Operational Issues
 - i. Restart / Rerun Requirements
 - j. Data Backup / Storage Requirements
 - k. Special Security Requirements
8. Interdependencies
 - l. Conversion
 - m. Interfaces
9. Issues / Questions
10. Responsibilities
11. Effort
12. Other Information / References
13. Test Plan Considerations

Interface Definition Review and Approval Procedures

The review and approval procedures for interfaces are no different than functional requirements described in 3.9.9. Each interface will be discussed in detail during the Analysis Workshop Phase and its high level design will be defined. The high level design will then go through review and approval process as described previously.

3.9.q How vendor staff assesses and define business processes to ensure that technological solutions meet best business practices for CLB?

The EP²M staff is well versed in the organizational change management challenges facing CLB, as well as the opportunities for implementation of best practices based on the CC&B software. EP²M can assist CLB in the activities aimed at helping the organization successfully accept and adopt new technologies, accept changes to how they do their job, and define business processes that ensure best practices are introduced in the solutions for CLB. This approach to organizational change management ensures the successful transformation of strategy, processes, technology, and people to enhance performance and ensure continuous improvement in an ever-changing environment. A comprehensive and structured approach to organizational change management is critical to the success of any project that will bring about significant change.

3.10 VENDOR SUPPLIED TRAINING

3.10.a Provide a list of available training courses. The training must be comprehensive enough to ensure that CLB's staff can effectively use and maintain the system.

Areas that should be included (but not limited to) in the training are:

Lionwerx, in partnership with EP²M, will provide the CC&B training components for the CLB CIS project. Lionwerx Education Services provides the only 3rd party full life-cycle training curriculum for CC&B. Every aspect of a client's training needs through every phase of its CC&B maturity is delivered through this curriculum. At the highest level, the architectural and functional training courses prepare and reinforce the project team to handle the challenge of CC&B system implementation. The architectural and functional component consists of two early stage overview courses and several hands-on configuration workshops. The next level of training is the end-user component. End-user training is a customizable curriculum that teaches the rest of the organization how to manage the day-to-day operational tasks in CC&B according to Long Beach's own business processes.

Provided within the training described below are the following required CLB components:

- (i) Overview of the system.
- (ii) System administration and operations.
- (iii) Record inquiry, data entry, and similar routine operations.
- (iv) Billing and payments, adjustments, meter reading, rates, new accounts, CIS maintenance and inquiry, device inventory and maintenance, letter generation, Service Orders, and credit and collections.
- (v) Routine and ad hoc report generation.
- (vi) Year-end and other periodic processing.
- (vii) Interfacing with other systems and programs.

The paragraphs that follow describe each course in the training curriculum. Some courses that may be optional are identified accordingly.

Project Team Orientation (PTO) – This course provides the project sponsors and team leaders with a high level understanding of CC&B functionality across the breadth of each functional subsystem. PTO is designed to assist project decision makers in assembling the implementation team and preparing key personnel for the 10 day FIT training course to shortly follow. **Required.**

Functional Implementation Training (FIT) – The course provides attendees with an architectural and functional understanding of CC&B functionality. A combination of slides, lectures, and hands-on exercises covers the functional breadth of the system relevant to the client's specific implementation. This course is designed to prepare implementation team members to participate effectively in the analysis sessions of the company's upcoming implementation project. **Required.**

FIT Topic areas include:

FIT Topic Areas	
System Overview	Billing & Rates
Batch Processing	Adjustments
Financial Transaction	Payments
Customer Information	Credit & Collections
Case Management	To Do List
Field Work	Workflow Processing
Device & Read Management	Application Security

Configuration/Administration Workshops - These courses are offered as a combination of class sessions and mentoring workshops. The courses will introduce some advanced concepts in the topic area and will primarily focus on hands-on problem solving using customer's actual data and real-life issues. The purpose of these sessions is to address specific lack of knowledge areas and/or current system issues in such a way that the customer is able to solve future system issues on their own. Configuration workshops are provided as and if needed to the project based on knowledge level and project responsibility of CLB staff. **Optional**

Configuration/Administration Workshops	
SA Type Configuration	CC&B Cool Tools Configuration
Rate Engineering	CC&B Batch Processing
Credit & Collection Configuration	CC&B Report Integration/Development

CC&B End-User Training - End User Training offers a mix of custom and core training materials that present sound CC&B practices integrated with your specific configuration data and business processes. Each class provides end users with practical hands-on training specific to their role in the organization. Students will receive valuable takeaways including how-to reference guides that walk them through your specific process steps.

3.10.b The following details for each available course(onsite or offsite; functional or technical):

Target Audience, Maximum number of attendees per session, Course contents, Prerequisites, Instructional Medium (class room, self-study, computer tutorial, on-the-job instruction), Duration, Materials required other than manuals (e.g., audiovisual equipment), List training facility requirements by course type:

- Our facility - Computer Lab, Conference Room. (preferred) or
- Your facility - Specify location.

Details for each of the course offerings appear in the tables below. The preferred location for all courses would be at the CLB facility to ensure adequate network access.

Project Team Orientation (PTO)	
Target Audience	Project Sponsors, Department/Project Leaders
Attendee Limit	None (typical class 6-8)
Pre-requisites	None
Instructional Medium	Class instruction, projector presentation, discussion
Duration	2 days
Materials	Projector, whiteboard, classroom
Facility	Round table or horseshoe configuration for attendees recommended.
Course Content	
Day 1	<ul style="list-style-type: none"> CC&B System Overview Customer Information Field Work Devices & Meter Reading
Day 2	<ul style="list-style-type: none"> Billing & Rates Adjustments Payments Credit & Collections

Functional Implementation Training (FIT)	
Target Audience	All CLB Project Team Members
Attendee Limit	<16: 1 instructor 16-20: recommend 2 nd instructor 21-25: require 2 nd instructor >25: require 2 nd class
Pre-requisites	None
Instructional Medium	Class instruction, hands-on exercises, projector presentation, discussion
Duration	10 days, 4 days instructor prep

Functional Implementation Training (FIT)			
Materials		Projector, whiteboard, classroom	
Facility		Computer lab arranged in rows	
Course Content			
Day 1	System Overview <ul style="list-style-type: none"> • Subsystems • Platform Architecture • System Navigation Batch Processing Plug-ins & Characteristics Financial Transactions	Day 2	Customer Information <ul style="list-style-type: none"> • Demographic • Geographic • Premise Management • Start/Stop Service
Day 3	Customer Information (cont'd) <ul style="list-style-type: none"> • Budgets • Deposits • Loans • Landlord Agreements Case Management Field Work <ul style="list-style-type: none"> • Field Activities • Field Orders • Dispatch/Upload 	Day 4	Device Management <ul style="list-style-type: none"> • Meters/Items • Device Testing Meter Reading <ul style="list-style-type: none"> • Estimation • Read Cycles • Download/Upload Billing <ul style="list-style-type: none"> • Segment Generation • Billable Charges • Bill Messages
Day 5	Billing (cont'd) <ul style="list-style-type: none"> • Billing Errors • Bill Cycles/Window Billing • Bill Print • Statements 	Day 6	Rates <ul style="list-style-type: none"> • Versions & Components • SQ & Register Rules • Rate Component Eligibility • Bill Factors • Proration Umbrella Agreements <ul style="list-style-type: none"> • Covered Entities • Terms of Service
Day 7	Adjustments <ul style="list-style-type: none"> • Regular vs. Calculated • Upload Payments <ul style="list-style-type: none"> • Events, Tenders, & Payments • Distribution • Overpayments • Cancelling & Transferring • Deposit/Tender Control • Automatic Payments • Upload 	Day 8	Credit & Collections <ul style="list-style-type: none"> • Collection Process • Severance Process • Late Payment Charges • Write-Off Process • Pay Plans & Pay Arrangements
Day 9	To Do Lists <ul style="list-style-type: none"> • To Do Roles • Assignment Workflow & Notification <ul style="list-style-type: none"> • Inbound 	Day 10	Application Security <ul style="list-style-type: none"> • User Groups & Roles • Account Security • Field Level Security Wrap-up/Q&A

Functional Implementation Training (FIT)			
	• Outbound		

Additional information and assumptions:

- The client provides access to training environment with demo data loaded.
- Lionwerx will build hands-on training data in the training environment prior to the start of the class.
- Lionwerx will provide electronic and printed copies of student training workbook materials.

Service Agreement (SA) Type Configuration	
Target Audience	CLB SA Type configuration team members
Attendee Limit	6-8
Pre-requisites	FIT
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	3 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Understanding the SA Type Data Relationships • Required Data for SA Types • SA Type Element descriptions • Service Start Methods • Common Related Errors • Hands-on exercises will focus on building SA Types, starting SA's, and troubleshooting using CLB requirements • SA Segmentation • Understanding Start Options 	

Rate Engineering	
Target Audience	CLB rate builders
Attendee Limit	6-8
Pre-requisites	FIT
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	3 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • SQ & Register Rules • Rate Component Types • Eligibility • Bill Factors • SA Type / Rate Configuration • Rate Check • Common Related Errors • Hands-on exercises will focus on client data, rate & bill factor construction and troubleshooting 	

Credit & Collections Configuration	
Target Audience	CLB C&C configuration team members
Attendee Limit	6-8
Pre-requisites	FIT
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	3 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Credit Life Cycle analysis tips • Collection/Severance/Write off configuration • Understanding C&C batch jobs • Hands-on exercises will focus on client data • Late Payment Charges 	

CC&B Cool Tools Configuration	
Target Audience	CLB application developers
Attendee Limit	6-8
Pre-requisites	FIT
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	10 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Toolset Overview • Configurable Info Zones • Configurable Query Zones • Constructing Object Portals • Service Scripts • Business Objects • UI Maps • Business Services • Plug-In Scripts and more Service Scripts • Advanced UI Features 	

CC&B Batch Processing	
Target Audience	CLB system administrators
Attendee Limit	6-8
Pre-requisites	None
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	1 day
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Web Server Architecture (how many, etc) • Batch Stream Management <ul style="list-style-type: none"> ○ Having Different Streams for different purposes (i.e. nightly, daily, hourly, etc) ○ When to run • Batch Job Optimization (threading, etc.) 	

CC&B Report Integration/Development	
Target Audience	CLB report writers
Attendee Limit	6-8
Pre-requisites	None (previous reporting experience a plus)
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	5 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Reporting Overview • Integrating the reports delivered with CC&B • Designing reporting schemas based on the CC&B data model • Designing and building custom reports • Integrating custom reports with CC&B • Setting up scheduling functionality for automated reports • Ad hoc reporting 	

CC&B End-User Training	
Target Audience	A separate class is expected for each of CLB's identified user roles:
Attendee Limit	15
Pre-requisites	None
Instructional Medium	Class instruction, workbook exercises
Duration	3-8 hours for each class
Materials	Projector, whiteboard, classroom
Facility	Computer lab arranged in rows
Course Content	
<p>Each class will be customized to include specific CLB business processes in CC&B relevant to the target audience in attendance. All 100 users will attend an overview class to familiarize them with system standards and common functions as well as one or more classes specific to their role in the organization.</p>	

The End User Training will consist of 3 phases:

Phase	Description
Training Project Definition	<p>The first phase of End-User training will define the training course contents and overall delivery strategy.</p> <p>Training Requirements Analysis</p> <ul style="list-style-type: none"> • 10 working days on-site between the customer and Lionwerx (could be reduced or extended based on scope and complexity of business processes) • Business/System Process Identification and Definition • User Role Identification and Definition <p>Training Plan Development</p> <ul style="list-style-type: none"> • 5 working days Lionwerx on-site • User/Role Segmentation • Course Definition • Rollout Strategy
Training Material Development	<p>The second phase of the project will consist of the customization of Lionwerx core end-user materials to incorporate the CLB's specific business/system processes. Training material will include:</p> <ul style="list-style-type: none"> • Slide Presentation • Student Workbooks (for in-class exercises) • Training data built into CLB's CC&B training environment
Course Delivery	<p>The last phase of the project will be the delivery of actual training classes agreed upon during phase 1 (Training Project Definition). Lionwerx will provide instructors to cover delivery of all classes.</p>

Assumptions for End User training are:

- Client business and CC&B system processes are documented and understood prior to End User training commencement.
- Client change management or other qualified resources are available to assist Lionwerx understanding client business/system processes.
- Lionwerx provides training materials (electronic and hard copy).
- Lionwerx will have access to a training environment that is configured exactly as the customer intends to implement their business processes in CC&B.
- Lionwerx is notified immediately of any changes that occur to the customer's business process implementation during the assembly/development phase.
- In order to provide the most effective training experience, Lionwerx recommends no more than 10 students per class. More than 10 students will require an assistant instructor (not included in proposal estimate) to aid in the exercises.
- CLB will provide one project team member familiar with the business rules and process change for the topic covered at each end-user training class.

3.10.c The amount of on-site training is included in your proposed implementation, given the following information:

The audience to be trained in a phased approach includes at a minimum: eight Information Services staff, 12 Core CIS Team members, 25 supervisory staff or key personnel, five special function staff (full system users maintaining control tables and troubleshooting system problems or enhancements), three high level management staff and 100 end users.

The preferred location for all courses would be at the CLB facility to ensure adequate network access. Due to the hands-on nature of most of the training courses, the class should be co-located inside the network with the CC&B instance being used for training.

The table below is a preliminary survey of the participants of each training course. The “X” indicates that it is expected that some person or persons from that group will need to attend a particular course.

	Information Services	CIS Team	Supervisors	Special Staff	Management	End Users
Architectural						
PTO		X	X		X	
FIT	X	X		X		
SA Type Configuration		X		X		
Rate Engineering		X		X		
Credit & Collections		X		X		
Cool Tools	X			X		
Batch Processing	X					
Reports	X					
End User						
Overview			X		X	X
Billing			X			X

	Information Services	CIS Team	Supervisors	Special Staff	Management	End Users
Customer Information / CSR			X			X
Cash			X			X
Payments			X			X
Field Activities			X			X
Credit & Collections			X			X
Meter & Read Mgmt			X			X

3.10.d A suggested schedule for user training.

The training schedule is tightly coupled to project phases and activities. Assuming a project start date of 5/03/2010, the table below illustrates all of the training activities and their anticipated start dates.

Project Phase	Training Course	Notes	Approx. Date
Project Kickoff	PTO		Week of 5/03/10
Analysis Workshop	FIT	Occurs before analysis sessions begin	Week of 5/03/10
	Training Project Definition		10/04/10
	Training Material Development		11/01/10
Testing & User Acceptance	Training Material Development		continues
Pre Go-Live	End User Training	Occurs within 8 weeks prior of go-live	2 nd qtr 2011

3.11 MAINTENANCE AND TECHNICAL SUPPORT

3.11.a Provide verification that your company will provide product corrections, without charge, for any implementation/conversion errors including but not limited to programs, configuration, data, objects, interfaces, etc. discovered after installation of the application. Will this support continue for the contract warranty period and as long as CLB maintains an active Maintenance/Support Agreement with Vendor?

Clients with signed software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products. When a new release becomes available, Oracle will notify CLB's contact person, and they will be able to download it from the Oracle support website.

EP²M developed extensions to standard CC&B algorithms and interfaces or any new algorithms and interfaces developed by EP²M for CLB can be supported under a separate Managed Services agreement. This agreement would take effect after the 40 days of Post Implementation Support. See 3.11.m for more detail on EP²M's Managed Services Offerings.

3.11.b Provide verification that your company will provide corrections (e.g., patches) for the CLB's system if program errors are discovered at another user's site. Explain in detail.

Clients with current software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products. When a new release becomes available, Oracle will notify CLB's contact person, and they will be able to download it from the Oracle support website.

3.11.c Provide a list of all known outstanding errors/system deficiencies and the anticipated schedule for their resolution.

Oracle considers key support issues identified in the past as proprietary and not available for disclosure.

3.11.d Provide a description of how customer requested enhancements to the system are handled. Include any applicable pricing structure and typical timeframe.

Enhancements and improvements to existing product features or functionality for a single product are driven by customer requests. Many enhancement requests are generated directly from customer feedback or from Oracle Support recommendations. When a customer requests a product enhancement, either through Oracle customer internet sites or User Groups, the enhancement is logged in Oracle's tracking system. For each enhancement that is logged, the

name(s) of the customer or customers requesting that enhancement are tied to the request allowing Oracle's Product Managers to see which customers are interested in that enhancement. Oracle's Product Managers continually review these requests for incorporation in upcoming releases.

There is no set schedule for Oracle software releases as this varies between products. In general major releases are typically every 12 to 18 months, with interim releases (minor releases) as necessary. Customers with signed software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products. Customers may install the fixes and upgrades themselves, or they may contract with Oracle separately at its then-current rates for assistance with installing the new releases.

3.11.e Provide the date you anticipate the next update of your current release.

- (i) How long do you support each version?**
- (ii) What is your policy for updating the CIS application?**
- (iii) How often do you provide new product version releases? Is this on a scheduled or flexible basis?**
- (iv) Describe and include any policies related to ancillary products (e.g., cash receipting, bill printing) included in your proposal.**

There is no set schedule for Oracle software releases as this varies between products. In general major releases are typically every 12 to 18 months, with interim releases (minor releases) as necessary. Major releases typically include large enhancements to the application components or significant technology enhancements. Minor releases contain the previous release thus allowing customers to skip intermediary releases and apply the latest release when ready. Patches are released based on platform and footprint.

Premier Support provides CLB with maintenance and support of your Oracle Database, middleware, and applications for five (5) years from their general availability date.

Oracle assumes that CLB will acquire separately any ancillary products that CLB uses with the proposed Oracle programs. The policies for such separate acquisitions will be governed by the agreements CLB negotiates with the relevant third-party vendor or reseller of your choice.

- 3.11.f Provide a description of the policy for updating and/or certifying the application when new releases of system software become available (e.g., new releases of Oracle, Windows, Unix).**
- 3.11.g Provide a description of the policy for updating and/or certifying the application when new releases of third party application software become available (e.g. ESRI).**

With each new version of the Oracle Utilities Application Framework and related Oracle Utilities applications, supported platforms and third party software components are reviewed to ensure that the product set is available on the most stable and fully supported versions of any embedded infrastructure component. Oracle typically does not select beta or even early releases of other products, as we require maximum stability before Oracle moves to new versions. Oracle does upgrade to new platform components, as necessary, in order to maintain effective vendor support for our customers and ourselves. Therefore, the primary criteria that Oracle uses for determination of the supported platforms and components are the availability of a stable upgrade version that Oracle expects will have full vendor support for the expected life span of our software release, and then those selected versions are certified with release of the Utilities applications.

With each new version of the Oracle Utilities Customer Care and Billing application, all current software integrations to Oracle, and other third party software applications, are reviewed for re-certification with the new release. As part of this review, the integrations may also be refreshed and updated to newer version levels if appropriate, using the same criteria of evaluating the expected life span of our software release and the stability of the other products.

- 3.11.h Provide an explanation of how a new version or release of the product is implemented. Provide a detailed explanation of the upgrading process (e.g. overall implementation timeframe, vendor effort/time/resources, client effort/time/resources, and estimated cost).**

Oracle has developed a unique toolset to identify the enhancements made to your system and apply the software upgrades in an orderly manner. Oracle provides these tools as part of the upgrade release. Oracle's toolset allows users to compare the contents of two databases, and it provides reporting on all differences that are detected; these differences can result from the following causes:

- Oracle has made a change to the base package in the new release. These changes are related to new functionality added in the base package and can be migrated directly by the upgrade tool.
- CLB has made a change in the current production environment. This is a customization by you that does not affect the upgrade process. As long as CLB has followed Oracle's conventions, these changes can be migrated directly by the upgrade tool. Examples of this type of change are new database tables, extracts, or techniques for additional fields on an interface upload or download process.

- Users have added indices and triggers in the database. These may need to be reapplied after the upgrade.
- Oracle and CLB have each made a change at the same place. This is unlikely, but if this occurs for any for any reason, the upgrade toolset will display it as a conflict for the project team to resolve.

Once the project team has analyzed these differences, users can then employ the toolset to import those changes into the target (upgrade) database.

Oracle provides CLB with a set of standards and procedures for the development and integration work done during the implementation project. The project team, by following these standards, can help ensure that you will be able to upgrade easily.

For the CC&B client workstations, no upgrade effort is required, since the presentation client layer runs on a Web browser.

For the meta-data tables and application upgrade, the following are the high-level steps to a CC&B upgrade project:

1. Plan the Upgrade Project. The upgrade is treated as a project in itself (like the original implementation project). The project team must determine the scope of the upgrade project, identify the resource requirement and the timeline, and prepare a project plan.
2. Analyze the New Release. The project team performs a process analysis of new/enhanced functionality to determine if and how the new functionality will be configured. At this time, the team gives initial consideration to testing plans, training plans, business processes, procedure manuals, and other factors.
3. Apply the New Release. The project team makes a copy (“snapshot”) of the current production environment. The team can then execute comparisons and analysis reports to determine how the current environment relates to the new release. The new release will be introduced into the “snapshot” environment.
4. Upgrade Interfaces, Reports, and Queries. The project team reviews the interfaces, reports, and queries to make sure that they function properly after the migration to the new version. Also, the team evaluates any new reporting requirements during the upgrade. This should be based on the Table Structures Differences Report, included with the upgrade tools.
5. Test the Upgraded System. The project team develops a test plan, and the upgraded system must be fully tested before it is put into production.
6. Train the Users. CLB should perform end-user training on the new functionality being introduced with the new release.
7. Repeat until Ready. The upgrade project is an iterative process. The actual time necessary for the upgrade depends largely on the size and complexity of CLB’s CC&B configuration, the amount of new functionality being introduced, and the number of users affected. CLB will also likely need to make some requests for maintenance to the existing production system while the upgrade project is going on; these changes must be

kept to a minimum while the upgrade is taking place (otherwise testing and training will become very difficult since the target production system keeps changing).

8. Cut over to Production. As with any other system implementation project, the project team must create a very clear plan for shifting the upgrade release over into production use. For the final cutover, the new release will be applied a final time and the system is put into production. After the upgraded system is in production, all of the unnecessary environments (including the old production environment) must be backed up and removed from the system.
9. Prepare for the Next Upgrade. After the upgraded system is in production, Oracle will work with CLB to determine the strategy for the next upgrade.

3.11.i Provide a description of cost considerations (if any) to your current customers when an application undergoes major redesign and a customer wishes to implement a new release. CLB requires a perpetual license for the proposed product. Describe your product licensing policy.

Customers with current software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products. Customers may install the fixes and upgrades themselves, or they may contract with Oracle separately at its then-current rates for assistance with installing the new releases.

Oracle does offer a perpetual license for the proposed Oracle Utilities program, and the general license policy is as follows. Subject to the terms and conditions of the Oracle License and Services Agreement, Oracle grants to its licensees a perpetual, non-exclusive, non-royalty free, limited right to use the programs and receive any services you ordered solely for your internal business operations and subject to the terms of the license agreement. The license grant, among other conditions, is subject to certain territorial and metric count limitations. If your use of the license exceeds a certain maximum metric count, you are required to pay incremental license fees agreed upon between the parties. Additionally, Oracle's proposed agreement contains certain industry-standard license restrictions, such as restrictions that you will not distribute, transfer, or modify the Oracle base software product..

3.11.j Provide an explanation of procedures to retrofit all (if any) customization made by the Vendor, for CLB, into new releases of the application. Describe regression-testing procedures used to ensure previous changes are not impacted by the new release.

The Oracle Utilities Customer Care and Billing application does not rely on extensive levels of customization. Oracle products are designed to require tailoring rather than extensive customization. Oracle provides CLB with the ability to support unique or non-standard internal requirements via the use of "plug-ins." Plug-ins (a.k.a. algorithms) allows CLB to extend functionality and/or change behavior without customization. Because plug-ins do not modify the application source code, CLB maintains an upgrade path and reduces overall support costs.

Briefly, Oracle has a dedicated Quality Assurance group, whose job is to:

- Develop test plans and test case scenarios, including the expected results.
- Perform end-to-end testing on every function to help ensure that the software operates according to the design specifications and meets the expected results in the test case scenarios.

Oracle's testing management process allows the test manager to develop appropriate test cases based on the following rules:

- Testing uses matrices to document the test cases.
- Test cases are always documented using both the test description and the expected test results.
- Test cases provide a rigorous assessment of the product. Oracle's proactive approach to test planning and test case design ensures the accuracy of system requirements and design prior to release of the software to clients.

3.11.k Provide verification that your company provides telephone support on an on-going basis. What are the times during the day that it is available? Is the cost of this support included in the maintenance costs?

Support is available 24x7x365 through our online support portal for severity 1 issues and self service options. For telephone support, normal business hours apply. This is available for customers with signed software support agreements.

3.11.l Provide a guaranteed response time for support calls: during work hours (6am to 7pm PST), both average and guaranteed response time, and during off-hours (7pm to 6am PST), both average and guaranteed response time.

Support is available 24x7x365 through Oracle's online support portal for severity 1 issues and self service options. For telephone support, normal business hours apply.

Every attempt is made to return calls as quickly as possible. Oracle does not work to Service Level Agreements but will make reasonable efforts to respond to Severity 1 Service Requests within 1 hour. (A severity 1 problem causes complete loss of service).

Additionally Premier Support provides 24/7 coverage on severity 1 issues until the issue is resolved or as long as useful progress can be made. The customer must provide a contact during this 24x7 period, either on-site or by pager, to assist with data gathering, testing, and applying fixes. Customers are requested to propose this classification with great care, so that valid Severity 1 situations obtain the necessary resource allocation from Oracle.

3.11.m Provide verification that the proposer will provide on-site support if there is a “production down” situation and the remote diagnostics prove inconclusive. Please provide your procedures for this situation.

Oracle Technical Support does not provide on-site support. Instead, Oracle can make on-line direct connections with CLB’s systems on a real-time basis to solve issues efficiently. The tool connects the Oracle support engineer with the customer’s system via a secure internet connection through which the engineer and customer work together in real time.

At EP²M we pride ourselves on building and maintaining strong, long lasting customer relationships. Our Managed Services offerings are an extension of the relationship we will build with you during the Implementation Project. EP²M is able to provide additional services (on or off site) for post-implementation assistance with the CC&B product and environment. These services are available through a separate Managed Services Agreement.



The services available are as follows:

- **Extension Maintenance** – EP²M's CC&B specialists are the most familiar with your project extensions and will continue to support them according to a pre-defined Service Level Agreement.

- **Version Upgrades** – EP²M has the Technical and Function expertise to guide you through the entire upgrade process. We are the only Oracle Partner who has a consistent, reference-able track record of success in upgrading CC&B.
- **Product Optimization** – EP²M can help you continue to get the most from your investment as your business needs change.
- **Knowledge Transfer** - EP²M can provide the product expertise to train and mentor your team, ensuring they are as effective and efficient as possible.
- **Performance Tuning** – EP²M has the Technical experts to assist with ongoing database administration, performance tuning as well as assisting with your server configuration and network.
- **Hosting** – EP²M can even provide a cost effective hosting solution so that you can focus on your core competency of providing the best utility service to your customers.

Additional detail regarding EP²M Managed Services offering is provided in Appendix I.

Flexible Commercial Arrangements

EP²M recognizes that once you are live on CC&B, your support needs may vary. Therefore, we want to be as flexible as possible. We will work with you to develop the support structure that makes the most sense for you. We offer:

- Flexible and Simple Work Orders
- Retainer for “insurance” policy type services
- Fixed Price when clear boundaries can be defined
- T&E for when scope requires further definition or services are open ended

3.11.n Provide your company’s Web site capabilities. What customer service/support features are available at this site?

Oracle’s web support portal offers CLB secure, real-time access to Oracle 24 x 7. You can leverage the internet for immediate access to support and get the critical and timely information you need for running your business. The web portal is a rich source of information, diagnostic tools, and support assistance that helps provide better availability and easy maintenance of your systems. The portal provides many services that vary by product and may include the following:

- **Knowledgebase.** A self-service database of current technical solutions for common and complex issues is available. It also includes technical documents explaining error codes and issues, technical tips, and troubleshooting strategies.
- **Service Request and Creation and Tracking System.** An online, worldwide, information portal to manage your entire Support experience.

- **Downloadable Product Patches and Upgrades.** Download patches and upgrades as they become commercially available. This includes all release documentation.
- **Customer Forums.** Threaded discussions on hundreds of topics let you collaborate with other Oracle customers. Using your headlines page, you can subscribe to postings and be alerted to new entries. Periodic publications are also available.
- **Personalized Headlines Page.** Based on your interests, you can personalize your headlines page to receive support information, product alerts, informative articles, and recent forum postings. You can also use the headlines page to monitor service requests.

Support is available 24x7x365 through our online support portal for severity 1 issues and self service options. For telephone support, normal business hours apply.

3.11.o Provide verification that all point releases are made available to all customers.

Customers with current software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products.

3.11.p Provide verification that all patches are made available to all customers.

Customers with current software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products.

3.11.q Provide verification that all modifications performed for any customer is made available to all customers.

Customers with current software support agreements are entitled to all generally available fixes, maintenance updates, and new releases of the licensed standard Oracle software products.

3.11.r Provide an explanation of how problems are classified according to degree of urgency. For example: (very urgent) is responded to within two hours; (urgent) within eight hours; (somewhat urgent) within 48 hours; and, (not critical) within five working days. Who determines the priority of the problem?

Once CLB has determined they are unable to solve the problem on their own, they can log a service request or case through the internet or by telephone. Oracle support operates on a "call back" model. Oracle's goal is to assign the most knowledgeable support engineer based on the product, the problem type, and technical subject matter to own and work on the service request through to resolution. The assigned engineer will contact the customer to begin diagnosis and resolution within a timeframe determined by the severity of the logged issue. The engineer will work with the customer to identify and resolve the root cause of the problem. There are several steps that may be taken during this process from immediate resolution to additional testing to diagnose the issue.

Throughout the process, Oracle will always try to identify a workaround that will enable you to continue with your normal business process. Oracle will also work with you to identify whether a problem that you are experiencing is related to a problem with the product. Further, throughout the support process, the support engineer will provide you with on-going feedback on your issue. Once a resolution has been provided, your support case will be closed with your agreement.

Severity definitions are defined by CLB when reporting the service request. The definitions below are used to define the severity of a support issue that you report to Oracle. Oracle does not work to Service Level Agreements but will make reasonable efforts to respond to Severity 1 Service Requests within 1 hour.

- Severity 1: The problem causes complete loss of service. Work cannot reasonably continue, the operation is mission critical to the business and the situation is an emergency. A Severity 1 problem has one or more of the following characteristics:
 - Data corrupted
 - A critical function is not available
 - System hangs indefinitely, causing unacceptable or indefinite delays for resources or response
 - System crashes, and crashes repeatedly after restart attempts
- Severity 2: The problem causes a severe loss of service. No acceptable workaround is available; however, operation can continue in a restricted fashion.
- Severity 3: The problem causes minor loss of service. The impact is an inconvenience, which may require a workaround to restore functionality.
- Severity 4: The problem causes no loss of service. The result is a minor error, incorrect behavior, or a documentation error that does not impede the operation of a system.

3.11.s Provide verification that the Vendor has escalation procedures if they are unable to resolve a problem within the established response times.

Yes, Oracle has an escalation process. Issues to escalate are received via the service request Escalation Process. This process is designed to allow a customer to request assistance from a member of the management team when they deem necessary. Reasons to engage an escalation manager may include dissatisfaction with the service, delay in resolution, changes in critical deadlines impacting the customer, or wishing to convey congratulations or gratitude to the support engineer for a job well done.

The Escalation Process is invoked by simply calling the Oracle Product Support telephone hotline and requesting to speak to an escalation manager. The escalation manager will quickly contact the customer, discuss the customer's concerns, and develop a mutually agreed upon action plan. The escalation manager will then engage the appropriate resources to resolve the issue and monitor the situation to resolution.



3.11.t Provide the minimum and recommended staffing levels including expertise and roles needed to support your CIS application for a client of the size and complexity of CLB.

Functional Support – Most CC&B customers maintain continuity in a post production, steady state environment by keeping 1 - 2 (2 FTEs to ensure adequate backup coverage) Core Team members on for CC&B functionality support. This support typically is as follows:

- Application liaison for the business community, providing 2nd level functional knowledge and support
- Ongoing application configuration and maintenance
- New features and enhancement configuration
- Ongoing report and query support
- Application Security – setup/maintain profiles

Technical/Application Operations Support – Technical/Ops support for CC&B generally centers on the DBA and System Software Administrator function. One DBA and one OS Admin (2 FTEs to ensure adequate backup coverage) to ensure the application is technically operating as efficiently and effectively as possible. This support typically is as follows:

- Routine Data Base Admin functions such as but not limited to: performance monitoring, backup and other housekeeping, running statistics for effective access path selection and data storage planning
- Daily batch cycle support such as cycle schedule adjustments, file archive/purge
- Application server support and monitoring such as thread pool maintenance, transaction server load balancing
- Application security – technical aspects such as LDAP

3.11.u Provide the monthly and annual cost for your organization to provide the recommended level of technical staff to support your CIS product if CLB was unable to provide the in-house support staff recommended in (t) above.

Functional Support (as described above) – \$17,600 per month, \$211,200 per year

Technical Support (as described above) - \$26,400 per month, \$316,800 per year

EP²M can provide discounts to the pricing above depending on the length of term for this support and whether it is combined with any other Managed Services offering(s).

3.11.v Provide verification (or not) that your organization be able to provide such services (described in (u) above) on a contract basis.

EP²M will be able to provide these services on a Managed Services basis as described in 3.11.m above. At EP²M, we pride ourselves on building and maintaining strong, long lasting customer relationships. Our Managed Services offerings are an extension of the relationship we will build with you during the Implementation Project.

3.12 TECHNICAL ENVIRONMENT REQUIREMENTS

Environment	Required	Recommended	Phase
Demo	X		Initiation
Config Master		X	Configuration/Assembly
Conv Source		X	Configuration/Assembly
Conversion	X		Configuration/Assembly
Test	X		Fit Analysis
Development		X	Configuration/Assembly
Interfaces		X	Test
Other		X	Test

Environment: Application and/or database instance to serve specific purpose.

Required: Minimum environment(s) required to facilitate implementation of the software without introducing any undue risks on the project.

Recommended: Environments recommended as the “ideal” facilitation for the implementation of the software.

Phase: When the environment must be available in the project lifecycle.

3.12.a. Database Server

- (i) **Based on CLB’s size and complexity, the recommended hardware/software configuration for the Database Server.**

	Minimum	Optimal
Production Environment		
CC&B	1 Dell PowerEdge or Equivalent Quad-	2 Dell PowerEdge or Equivalent Quad-core

	Minimum	Optimal
	core Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM	Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM Clustered for high availability using Oracle Real Application Clusters (RAC).
OUBI	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 1 processor modules and 32 GB RAM	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM
Disaster Recovery and all other non-Production environments (Test, Training, Demo, etc.)		
CC&B	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM	2 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM Clustered for high availability using Oracle Real Application Clusters (RAC).
OUBI	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 1 processor modules and 32 GB RAM	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz , with 2 processor modules and 32 GB RAM

(ii) Describe your product’s support of server virtualization.

CC&B can be virtualized, however Oracle does not certify or support the virtualization. Oracle does have clients that run CC&B in a virtualized environment without any problems.

(iii) Describe your product’s support of a clustered configuration.

CC&B can accommodate clustering. The infrastructure used by CC&B supports the ability to spread the traffic across a number of independent servers. In the case of failure, the traffic is diverted to another server seamlessly. The product can be configured to react to unavailability in a clustered environment by detecting unavailable components and switching to alternatives (if available) using hardware and/or inbuilt software based Solutions.

Hardware Requirements

(iv) Processor type: Intel RIC, Alpha, Other (specify)

Quad-core Intel® Xeon @ 3.66 GHz.

(v) Processor/MHZ, type, number of CPUs and Cores.

Quad-core Intel® Xeon @ 3.66 GHz.

(vi) RAM capacity needed for initial application execution.

32 GB RAM (8GB per core).

(vii) Hard Disk capacity needed for initial application programs.

The database server does not have application programs installed.

(viii) Hard Disk capacity needed for initial application data.

The CC&B Production environment will require about 3,831.66 GB; all environments (including Disaster Recovery for CC&B and OUBI, test, and training) will require about 6,513.81 GB. For failover capability, external storage (SAN) should be used. Please note, the Production environment space listed above includes 6 years of history. OUBI's Datamart is calculated at 100% of Production's size; 3,831.66 GB.

(ix) The detail of any other hardware requirements.

None.

Software Requirements:

(x) The Server Operating System and minimum version required: Linux or Unix, or Windows.

Windows Server 2003.

(xi) 32 and/or 64 bit version support.

Please see Appendix E - Hardware and Software Requirements for a summary of 32 bit and 64 bit versions supported.

(xii) Network Protocols Supported: TCP/IP.

Network protocols required: TCP/IP.

(xiii) Database Software supported (including edition) and minimum version required (e.g. SQL 2005 standard edition, Oracle 11g).

Please see Appendix E - Hardware and Software Requirements for a summary of 32 bit and 64 bit versions supported.

(xiv) Other software requirements.

Perl 5.8.8.

3.12.b. Application Server

- (i) **Based on CLB’s size and complexity, the recommended hardware/software configuration for the Application Server(s).**

	Minimum	Optimal
Production Environment		
CC&B and OUBI (shared application server)	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules and 32 GB RAM	2 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules operating in an active-active configuration using a hardware load balancer.
Disaster Recovery and all other non-Production environments (Test, Training, Demo, etc.)		
CC&B and OUBI (shared application server)	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules and 32 GB RAM	2 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules operating in an active-active configuration using a hardware load balancer.
Development environment		
Note: The Development environment uses Windows 2003 Server		
	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules and 32 GB RAM	1 Dell PowerEdge or Equivalent Quad-core Intel® Xeon @ 3.66 GHz with 2 processor Modules and 32 GB RAM

- (ii) **Describe your product’s support for virtualization.**

CC&B can be virtualized, however Oracle does not certify or support the virtualization. Oracle does have clients that run CC&B in a virtualized environment without any problems.

- (iii) **Describe your product’s support of a clustered configuration.**

CC&B can accommodate clustering. The infrastructure used by CC&B supports the ability to spread the traffic across a number of independent servers. In the case of failure, the traffic is diverted to another server seamlessly. The product can be configured to react to unavailability in a clustered environment by detecting unavailable components and switching to alternatives (if available) using hardware and/or inbuilt software based Solutions.

Hardware Requirements:

(iv) Processor type: Intel, RISC, Alpha, Other (specify)

Intel® Xeon @ 3.66 GHz.

(v) Processor/MHZ, type, number of CPUs and Cores.

Intel® Xeon @ 3.66 GHz. See above table for minimum and optimal hardware.

(vi) RAM capacity needed for initial application execution.

32 GB per server

(vii) Hard Disk capacity needed for initial application programs.

60 GB per server.

(viii) Hard Disk capacity needed for initial application data.

60 GB per server.

(ix) The detail of any other hardware requirements.

For the optimum configuration: hardware load balancer,

Operating System Requirements:

(x) Operating System and minimum version if required: Linux or Unix, or Windows.

Windows Server 2003.

(xi) 32 and/or 64 bit version support

Please see Appendix E - Hardware and Software Requirements for a summary of 32 bit and 64 bit versions supported.

(xii) Application server software requirements (e.g. Websphere, JBoss, etc.)

Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (32-bit) or,
Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) or,
Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (32-bit) or,
Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (32-bit) or,
SQL Server 2005 SP2 WebLogic Server 10 MP1 (32-bit)

(xiii) Other software requirements

Load balancing software/applications for optimal performance.

(xiv) Network Protocols Supported: TCP/IP.

Network protocols required: TCP/IP.

(xv) Other Network requirements.

Recommended: gigabit network between application and database server.

3.12.c. Web/Workstation Server(s)

(i) Based on CLB's size and complexity, the recommended hardware/software configuration for the Web/Workstation Server(s).

The Web server requirements are included in the application server above.

Hardware Requirements

For each of the following items, the Web server requirements are included in the application server above.

(ii) Processor type: Intel, RISC, Alpha, Other (specify).

Please see Appendix E - Hardware and Software Requirements for a summary of the client tier recommended minimums.

(iii) Processor/MHZ, type, number of CPUs and Cores.

Please see Appendix E - Hardware and Software Requirements for a summary of the client tier recommended minimums.

(iv) RAM capacity needed for initial application execution.

Please see Appendix E - Hardware and Software Requirements for a summary of the client tier recommended minimums.

(v) Hard Disk capacity needed for initial application programs.

Not applicable as the user accesses the system through a Web browser - there is no fat client.

(vi) Hard Disk capacity needed for initial application data.

Not applicable as the user accesses the system through a Web browser - there is no fat client.

(vii) The detail of any other hardware requirements.

None.

Operating System Requirements:

(viii) Operating System and minimum version:

Please see Appendix E - Hardware and Software Requirements for a summary of the client tier recommended minimums.

(ix) 32 and /or 64 bit version support

Please see Appendix E - Hardware and Software Requirements for a summary of the client tier recommended minimums.

(x) Web Server software requirements (e.g. Apache, IIS Server, etc.)

Not applicable as the user accesses the system through a Web browser - there is no fat client.

(xi) Other software requirements

None.

(xii) Network Protocols Supported: TCP/IP

Network protocols required: TCP/IP.

(xiii) Other Network requirements

None.

3.12.d. Client PCs/Workstations

(i) Based on CLB’s size and complexity the recommended hardware/software configuration for Client workstations.

Minimum	Optimal
<ul style="list-style-type: none"> • Intel Pentium IV 2.0 GHz, • 1 GB RAM • display resolution: 1024x768, 16-bit color 	<ul style="list-style-type: none"> • Intel Pentium IV 3.0 GHz or faster, or any Intel Core 2 Duo, or any AMD Athlon X2, • 2 GB RAM, • display resolution: 1280x1024, 32-bit color

Hardware Requirements:

(ii) Processor type: Intel, Other.

Intel or AMD.

(iii) Processor/MHZ, type, number of CPUs and Cores.

Single-core Intel Pentium IV 2.0 GHz (minimum), 3.0 GHz or higher (optimum)
 Dual-core Intel Core 2 Duo
 Dual-core AMD Athlon X2

(iv) RAM capacity needed for application execution.

1 GB (minimum), 2 GB (optimal)

(v) Hard Disk capacity needed for initial application programs.

None—uses Internet Explorer as the client; there is no client to be installed on the workstation.

(vi) Other Hardware requirements.



POS printer for cashiering functionality.

Software Requirements:

- (vii) **Operating System and minimum version. List all compatible (e.g., Windows 7, Windows 2000, Windows XP, Vista, etc).**

Supported operating systems: Windows XP, Windows Vista.

- (viii) **32 and/or 64 bit version support.**

32 bit.

- (ix) **Network Protocols Supported: TCP/IP.**

Network protocols required: TCP/IP.

- (x) **The software required for the client workstation (e.g., run-time libraries, DLL's required, Oracle client version, license fees for the run-time environment).**

Supported browser versions:

- Under Windows XP—Internet Explorer 6 or 7
- Under Windows Vista—Internet Explorer 7

- (xi) **Other Software requirements.**

None.

- (xii) **The middleware used between the Client and the Database server.**

None. The browser on the workstation connects to the Web/application server. There is no need for a database connection from the user workstation.

(xiii) Your adherence to SAA/CUA standards across all modules within your CIS Solutions.

While Oracle strives to design a product that is intuitive and easy to use, there was not a goal to make the software conform to the SAA/CUA standards (and, since CC&B is a browser-based application, the keys that have meaning to the browser are not available to the application). Where possible, standard, or easily understandable key shortcuts are used: the Windows Ctrl-C, Ctrl-X, and Ctrl-V shortcuts work for copy, cut, and paste. Alt-F1 invokes online help; Alt-S saves changes on the screen.

(xiv) Confirmation that your product supports distributed processing in a client/server environment.

CC&B is a browser-based application; the client runs in a Web browser, and is responsible for showing the screens to the user and getting user's input. The business rules run on the application server, although some validations are duplicated in the client to provide a better user experience.

(xv) Confirmation that your product will support and is compatible with Symantec Antivirus Software (current version 10.1.5.5000).

Yes, Oracle Utilities will support and is compatible with Symantec antivirus Software

(xvi) Support for remote distribution using LANDesk.

There should be no need for remote distribution as the client pc / workstation accesses the system through a Web browser—there is no fat client. The user's browser connects to a Java Web/application server (WebLogic, WebSphere, Tomcat, or Oracle Application Server) that controls the presentation layer and the business logic layer.

Required Modifications to the Client:

(xvii) The changes required to the existing Client control files (e.g., config.sys, autoexec.bat, win.ini). Provide examples if possible.

None.

(xviii) A description of the Client installation (initial and new release) procedures.

No installation is necessary—apart from the supported versions of Windows and Internet Explorer.

(xix) The list of required drivers and their memory requirements.

Cashiering functionality requires a driver for the POS printer (OPOS driver).

3.12.e. Other Hardware/Software Requirements

(i) A description of the recommended backup and recovery procedures for all servers, including recommended hardware, configuration, software, and frequency.

The database should be backed up using tools provided with the database (Oracle Recovery Manager), using standard procedures. Many of Oracle's clients perform a nightly incremental backup and a weekly full backup. Please see http://www.oracle.com/technology/deploy/availability/pdf/S942_Chien.doc.pdf for best practices for backup and recovery.

The file systems of the servers should also be backed up periodically. The file system contains the software installation (RDBMS and application programs) and configuration of the environment. (The configuration of business rules is stored in the administrative tables in the database.) Thus, the backups of the file system do not need to be as frequent, and are only necessary after applying patches to the software, or changing the configuration of the environment (e.g. port numbers, changing the number of threads in the batch thread-pool, introducing another application server instance, etc.). A description of batch job scheduling requirements including any third party software is found in Appendix E – Hardware and Software Requirements.

(ii) A description of batch job scheduling requirements including any third party software.

CC&B has a significant batch component that is used to perform automated, routine operations such as bill calculation, upload of meter reads and payments, monitoring debt for collections, etc. on volumes of data. In most cases, the operations (such as billing) that are normally done in batch for most customers can also be performed manually by an online user.

Almost all batch processes delivered in the base package were designed to run in multiple parallel threads, for scalability. The number of threads is a parameter that is set on individual batch jobs when configuring the scheduler. By varying the number of threads, the administrator can control the maximum amount of resources the job consumes on the server.

CC&B requires a batch scheduler that supports dependencies among jobs (e.g. billing does not start until the meter read upload and payment upload have finished), and supports dependencies among multi-threaded jobs (billing does not start until all threads of payment upload have finished).

CC&B includes a simple batch scheduler that meets the above requirements and can be used to schedule CC&B jobs. CLB has the option of either using the included batch scheduler, or using a third-party enterprise scheduler, for more functionality and control.

(iii) A description of the recommended hardware and software to support high volume utility bill printing and related mail insertion equipment.

For high-volume bill printing, CC&B produces a bill print extract file, which can be processed by document formatting software such as DOC1 by Pitney Bowes, KUBRA, or other document formatting software of CLB's choice. The printing software would create bill images and generate a file that can be sent to the printer. The bill print design typically includes marks that can be used to control the inserter (to determine which bill inserts will be sent, or to direct certain bills to a separate pile).

(iv) A description of the recommended hardware and software to support OCR reader for processing of payments.

There is no specific hardware and software that would be required or recommended for CC&B. The typical solution is that the OCR reader is used as an input device, which provides the cashier with a quick and less error-prone way of entering the account number, or bill number, into an input text field.

(v) Describe any APIs or Web services that are provided with the application to facilitate integration with other products.

CC&B makes extensive use of XML to enhance system communication and facilitate the process of developing online interfaces to share data with third-party systems. CC&B supports third-party Application Programming Interfaces (APIs) via XML—any task that users can execute in CC&B, a third-party system can also execute via XML. The XML messaging “backbone” is the standard, pervasive interface that allows the CC&B Solution to communicate with external systems.

XML messages can be sent to CC&B via different media:

- XML/HTTP requests using the SOAP standards
- JMS messages
- MQSeries
- Database staging tables, flat files, and more.

The XAI integration engine receives the request, executes it, and sends the response back to the sender (on the same or different media, as configured). The XAI engine also handles transformations of inbound and outbound messages—according to configuration and API definitions.

- (vi) In addition to the other questions in this section, a list of all platforms, operating systems, RDBMS, and other appropriate hardware/software (e.g., barcode scanners, printers, e-mail, imaging), which you certify your application to run on.

Please see Appendix E - Hardware and Software Requirements for supported platforms and the client tier recommended minimums.

- (vii) Verification that your product uses a browser based frontend. Describe your client/workstation technology.

CC&B is based on a Web-based, N-tiered architecture. The 'client' layer runs on the client workstation. It consists solely of the Web browser (meaning that the product offers a true thin client), which it uses to display the user interface menus, icons, and data as well as communicate with and accept instructions from the user. The client layer can run on workstations running the Microsoft Internet Explorer (Version 6.0 SP2 and 7.x), and the Windows XP operating system (XP SP2). Please see Appendix E - Hardware and Software Requirements for the client tier recommended minimums.

3.13 PERFORMANCE AND AVAILABILITY

3.13.a Provide verification that the system will be available 24 hours per day, seven days per week for update and inquiry.

Oracle Utilities Customer Care and Billing has been designed to be available 24 hours a day, seven days a week for update and inquiry. There is no need to take the system down for backups (hot backups of the database should be used instead) or when the batch jobs are running (the batch jobs can run concurrently with the online system). The CC&B architecture also allows deploying redundant hardware to meet CLB's high availability and business continuity goals. Please note that while the system was designed to allow for a high-availability deployment, the actual availability will depend on the way it is implemented, the hardware configuration, and the procedures implemented to manage the data centers.

3.13.b Provide verification of Performance and Scalability. Include a description of your system's typical on-line transaction response times given the following assumptions:

- (i) Assume 150,000 active and a total of 300,000 customer accounts for the purpose of developing response benchmarks.
- (ii) Assume that the system is billing for gas (metered), water (metered), wastewater (based on water consumption) and solid waste for all accounts.
- (iii) CLB will be utilizing 21 billing cycles per month and all accounts are billed monthly.

The online response time depends on many factors, including adequate hardware sizing of the servers, network performance, database tuning, and available resources on the client machine. There are no known limitations on the scalability of the system. Our largest client in production, PG&E, is using CC&B with over 2,500 concurrent online users who experience sub-second average response time, as measured on the server.

3.13.c Indicate the typical nightly complete batch window time. Include specific run times for backup, batch payment postings, handheld downloads, handheld uploads, bill calculations, Service Orders, nightly reports, and bill print. Use the assumptions listed under (b) above.

The batch window processing includes all batch processes: meter read uploads and downloads, payment uploads, daily billing cycle operations, routine processes, system maintenance operations, and any additional batch interface operations that a client has scheduled to operate during this window. Oracle can establish a suggested server configuration that has sufficient hardware resources to meet client requirements.

There are no limitations on the online system during batch processing—the online system does not need to be taken down to run batch, and remains available for inquiry and update. The amount of resources (CPU, memory) taken up by batch processing can be controlled by varying the number of batch threads that will run concurrently—so as to reach the target batch processing window and leave sufficient resources for the online system.

The recommended hardware configuration above was taken into account with the assumption of a six (6) hour batch window.

3.13.d Provide a description of how your solution will allow CLB to perform inquiries and do reporting without affecting the performance of the system. Use the assumptions listed under (b) above.

The batch window processing includes all batch processes: meter read uploads and downloads, payment uploads, daily billing cycle operations, routine processes, system maintenance operations, and any additional batch interface operations that a client has scheduled to operate during this window. Oracle can establish a suggested server configuration that has sufficient hardware resources to meet client requirements.

There are no limitations on the online system during batch processing—the online system does not need to be taken down to run batch, and remains available for inquiry and update. The amount of resources (CPU, memory) taken up by batch processing can be controlled by varying the number of batch threads that will run concurrently—so as to reach the target batch processing window and leave sufficient resources for the online system.

The recommended hardware configuration above was taken into account with the assumption of a six (6) hour batch window.

3.13.e An explanation of full backup procedures

Oracle Utilities Customer Care and Billing stores all of the customer data in the database. There are no special backup procedures imposed by the application; a regular database backup should be performed using standard tools provided with the database management system.

3.13.f Describe your product's archiving/purge/restore procedures and capabilities.

CC&B includes an Archiving module which will enable the client to easily control their archiving requirements. The tool enables the client to optionally purge or archive data. The data to be 'actioned' is selected according to the client's own rules.

The system's meta-data allows for the definition of "families" of data that can be archived and removed from the production system. A sample data family will include a parent object, such as a meter read, and all related child objects, such as register reads and read remarks. Records older than a given date can be migrated and stored in an archive database, with certain exceptions that must be retained in the production database to retain full referential integrity.

Sample meta-data will be provided to the client to define the most common data objects that would be archived (though the meta-data design allows for archive of virtually any object in the system). These samples are a starting point with basic archive criteria, but further refinement can be done to define the criteria under which the object will be chosen for archive. For instance, one may choose to keep financial records for certain types of sites in production much longer than for other accounts (i.e. industrial vs. residential).

The following high-volume transactional data elements are addressed as samples for archiving: Bills, Pay Events, Match Events, Adjustments, Meter Reads, Statements, Interval Data etc.

When you archive, you move data out of the production environment's database into an alternate CC&B database. The archiving tool allows users to still view archived data along with production data in the alternate environment.

3.13.g An explanation of batch processing performance (e.g., nightly backup, postings, billing procedures) based upon the recommended hardware.

The batch window processing includes all batch processes: meter read uploads and downloads, payment uploads, daily billing cycle operations, routine processes, system maintenance operations, and any additional batch interface operations that a client has scheduled to operate during this window. Oracle can establish a suggested server configuration that has sufficient hardware resources to meet client requirements.

There are no limitations on the online system during batch processing—the online system does not need to be taken down to run batch, and remains available for inquiry and update. The amount of resources (CPU, memory) taken up by batch processing can be controlled by varying

the number of batch threads that will run concurrently—so as to reach the target batch processing window and leave sufficient resources for the online system.

The recommended hardware configuration above was taken into account with the assumption of a six (6) hour batch window.

3.14 APPLICATION SOFTWARE CHARACTERISTICS AND FEATURES

3.14.a What programming language(s) is your product written in?

Oracle Utilities Customer Care and Billing (CC&B) has the following programming languages:

1. **JAVA:** Java development can be done with any Java IDE (Integrated Development Environment) such as Eclipse. Instructions are provided with the SDK for extending the CC&B application functionality. Utilities are provided with the SDK to bundle all java files to the appropriate package and compile and store in the proper jar format.
2. **COBOL:** Customers that choose to develop in COBOL require Microfocus Net Express for development on Windows using the SDK. COBOL compilation also requires Microfocus Server Express on UNIX platforms. Net Express and Server Express compile the COBOL server-side programs for Windows and UNIX respectively. Oracle recommends that customers use Java for new development; COBOL use should be limited to small changes to existing COBOL programs.
3. **JavaScript:** Browser client user exits are coded in JavaScript and new UI (User Interface) Maps can be introduced for portal zones and scripts simply using HTML.
4. **CONFIGURATION:** The CC&B application framework supports adding new zones with extensive display and query criteria using only configuration through the Admin menu and no development, so it is possible to avoid development for extending the browser user interface. The configuration tools also support scripting of new pop-up windows, application services, and plug-in routines through configuration.

The standard tool recommended for Java development with the product is Eclipse, which is open source. Using Eclipse, it is possible to develop Java algorithms, class extensions, and batch processes. To assist with your development, Eclipse plug-ins are provided which are not available for other Integrated Development Environments at this time. Oracle JDeveloper is also a free Integrated Development Environment with end-to-end support for modeling, developing, debugging, optimizing, and deploying Java.

3.14.b Is your product's source code be provided & licensed to CLB?

Oracle generally places the source code for major new releases of the software into escrow with its agent, Iron Mountain Intellectual Property Management, Inc. Because of Oracle's lifetime

support policy, Oracle typically does not provide its clients with beneficiary rights to the escrowed base product source code.

Note that Oracle does provide the source code for the template CC&B algorithms, and the CC&B base product includes a source code viewer that CLB's users can employ to view portions of the source code for algorithm plug-in points (user exits), so that the users can develop compliant algorithms.

3.14.c What development tools are required to support configuration and/or modifications to the system?

CC&B itself includes development tools such as:

1. An XML Application Integration (XAI) tool which is a web services adaptor for exposing any of the application services to external systems. The XAI tool allows for rapid development of interfaces and supports both synchronous and asynchronous integration with third-party systems.
2. A scripting tool which allows for development of new user interfaces, application services, and algorithms using the Admin menu of the application itself.
3. A data dictionary that users can employ to view data relationships in the software data model.
4. A software development toolkit that provides tools and environments for rapidly developing algorithms and custom code and packaging the code to be installed in other environments.
5. An application viewer that is an online repository for all technical application details including the Data Dictionary, Algorithm documentation, Batch Program documentation, XML Services, Java docs, COBOL source code, and ToDo Type documentation. It can also be generated for custom code.

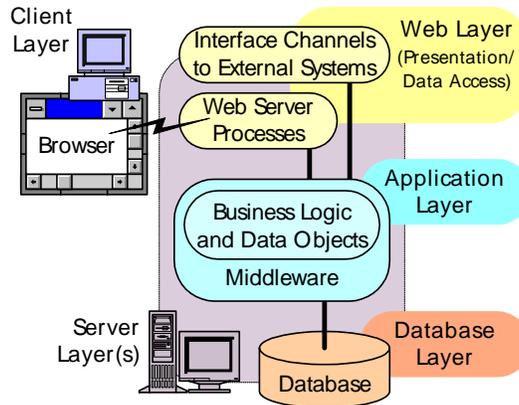
3.14.d Is your product based on a two or three-tiered or N-tiered client/server architecture? Describe in detail.

Oracle Utilities Customer Care & Billing is an "N-tier" client server application with the following tiers:

Client — A web browser based "thin" client that contains the user interface to the product.

Web Application Server — A web server that consists of several layers. It provides the pages that are displayed on the client web browser and act as a conduit to the business objects. There are also the underlying business objects in the web application server that accept requests and handle the actual business processing. Some data is cached on the web server for efficiency in the page loading. The web application server also has load balancing capabilities and an external XML application integration engine to provide XML requests from external applications for the business objects to process. Business Objects are written in Java and can support user-exits or plug-ins that are also written in Java.

Database Server — A database management system that is responsible for retrieval and storage of product data.



Information is presented in a web browser (e.g. Internet Explorer) using HTML and JavaScript (not Java, i.e. no applets). The browser communicates with a Web Application Server over HTTP.

The Web Application Server is divided into three logical components, presentation, data conduit services, and business objects. Control tables (static reference data) are cached in the presentation layer of Web Application Server for performance reasons. The presentation layer makes use of XSL/T to create HTML from the UI meta-data structure to dynamically create HTML for the browser. Data is sent to the web server from the browser as an XML document. The HTTP requests are then handled by Java Servlets in the presentation layer. These Servlets act as data conduit services that in turn identify a page service for handling the request, and its meta-info is used to build a rich Java data structure from the browser data representation. This data forms the input to a Java service class to invoke the back-end Business Objects.

The third layer of the business objects is implemented as Java objects that are made persistent via Hibernate. All database access is provided via a Java Persistence Framework for the page run in the Java virtual machine using a callback mechanism to utilize an existing JDBC database connection and transaction.

3.14.e Is your product a 32-bit or 64-bit application?

Depending on the platform chosen by CLB, various components of Oracle Utilities Customer Care and Billing may function in 32-bit or in 64-bit mode.

Please see Appendix E – Hardware and Software Requirements for Supported Platforms.

3.14.f Does your product fully use the Oracle relational database (i.e. all required application data is stored in the Oracle database)?

Yes. CC&B is built on a relational database (Oracle, DB2, SQL Server).

3.14.g Does your product fully use the Microsoft SQL Server relational database (i.e. all required application data is stored in the Microsoft SQL Server database)?

Yes. CC&B is built on a relational database (Oracle, DB2, SQL Server).

3.14.h Does your product utilize a normalized database (N3 or above)? If so, describe.

The base package database is normalized to the third normal form. All the tables, fields, constraints, and relationships are described in the metadata tables, which are then used to generate the online data dictionary as well as the code used to retrieve and update the data. Entity relationship diagrams—by subject area—re available as part of the training offering.

3.15 DOCUMENTATION

For each of the following documents, is the document provided in hard copy and electronic format.

3.15.a Major system overviews for all components?

Electronic format. This is included in the user documentation.

3.15.b System flowcharts and/or Data Flow Diagrams?

This is not included in the system documentation, as it tends to be implementation specific. It may be included as part of the deliverable of the implementation.

3.15.c Entity Relationship Diagrams?

Electronic format. Entity Relationship Diagrams are included in the online data dictionary.

3.15.d Work Flow Diagrams?

Not included in the system documentation, but may be included as part of the deliverable of the implementation.

3.15.e Data Dictionary?

Electronic format. The data dictionary is available online, through the administrative menu.

3.15.f Program documentation?

Electronic format. Batch programs delivered in the base package are described in the application viewer and in the documentation.

3.15.g Program source code documentation?

Electronic format. Portions of the source code are available for viewing only (not modifiable) through the Application Viewer, via the administrative menu. Source code of plug-ins and samples of other programs that can be modified and reused by an implementation is available in modifiable form as part of the Software Development Kit (SDK), which is included in CC&B base package.

3.15.h Installation and configuration procedure manuals for servers and workstations including the setting of the server environment. (These define ports to be defined, space limitations)?

Electronic format.

3.15.i Manuals describing the use of the application software (User's Manual)?

Electronic format.

3.15.j Training materials (two complete sets, including one reproduction-ready copy)?

Lionwerx, in partnership with EP²M will provide all training and required training material for CLB.

3.15.k Input screen/panel documentation with data entry explanations?

Electronic format. This is part of the online help.

3.15.l Samples of all standard reports with narrative descriptions of all fields displayed on the report, input parameters and an explanation of how to execute each report?

Electronic format. The standard reports are set up in the demo environment with applicable parameters and narrative descriptions that describe what the report shows (but without field by field detail or sample report images).

3.15.m Samples of bill formats?

Formatting and printing bills in CC&B is done with external document formatting software such as KUBRA, DOC1 from Pitney Bowes, Oracle BI Publisher, or other software of CLB's choice. The CC&B is delivered with a bill print extract that works with DOC1 and a bill print extract for BI Publisher. The bill samples are not provided as part of the system documentation, but images can easily be generated from bills in the demo data. In Appendix F – Sample Bill Format, Oracle is attaching a bill sample generated with DOC1 software.

3.15.n All error codes, messages and their explanations displayed on-line and/or on reports with action required or options available?

Electronic format. All error messages are available online in the message catalog. Every message has a category and number, which should be included with any support request. Some messages, in addition to the message text, include a detailed explanation of the situation that triggered the message and recommendations for the user. Both the message text and the detailed explanation text can be overridden by implementation with custom, implementation-specific text.

3.15.o Samples of all on-line screens with a narrative description of all fields displayed on the screen?

Electronic format. This is part of the online help.

3.15.p System Administration and Security Manuals?

Electronic format. System administration manual is available for download via MetaLink, Oracle's support site. Security documentation is included in the regular system documentation.

3.15.q Computer operations documentation? (e.g., Scheduling information, job and restart/recovery information, error codes, job dependencies and flow charts).

Electronic format. Operations manuals are available for download via MetaLink.

3.15.r Procedures for updating technical and user documentation for new releases?

Electronic format. Each new release or update of the software is delivered with installation instructions.

3.15.s Standardized user exits/plugin-ins for custom enhancements?

Electronic format. User exits and plug-ins are made available in the Software Development Kit.

3.15.t Help desk documentation for internal user support?

Instructions and procedures for the help desk are not delivered with the base package, but can be developed as part of the implementation project.

3.15.u Is all updated system documentation available concurrent with the release of new software updates?

Yes, each new software release includes an updated copy of the system documentation. Patches to an existing release include documentation of the patch, but not an update to system documentation – unless new functionality is being introduced between releases.

3.15.v Will the City be authorized to make or print additional copies of the documentation for their own use without incurring any additional fees?

Any documentation supplied in the electronic format may be printed or copied for CLB's own use at no additional fee.

3.15.w Is all the documentation available in Microsoft Word or Adobe Acrobat?

Most of the documentation is available in either Microsoft Word or Adobe Acrobat format. Some items such as online help and Application Viewer (including the data dictionary, entity relationship diagrams, and batch program descriptions) are available in HTML. Error messages and report descriptions are available on-line in the system, but not in a document format. A simple report would be required to print them or export them into a Word or Acrobat format.

3.15.x May vendor-training classes be videotaped for City use at no additional cost?

EP²M does not recommend the videotaping of classes because of the extensive hands-on practice and instructor 'one-on-one' coaching that is lost in reviewing a taped session. However, if requested, we can explore other options such as recorded web sessions for select topics.

TAB 4: FUNCTIONAL REQUIREMENTS

Ref #	Requirement Description	Priority	A	B	C	D	REF
	1. Development, Permitting, and New Service						
	a. New Service						
1.1.1	When creating a new Service Location, does your product automatically validate a manually entered service street address by way of an on-line interface with GIS?	3			X		1.1.1
1.1.2	Given a validated street address above can your product populate additional account information in CIS (e.g., service district, council district, reading route, GPS coordinates, Zip Code, etc) by way of an on-line interface with GIS?	3			X		1.1.2
1.1.3	Does your product retrieve service addresses by a range of house numbers for a given street name?	3	X				
1.1.4	Once a Service Location is established in your product, will your product allow the user to manually change address numbers for Service Locations on a given street?	3	X				
1.1.5	Does your product provide an exception process that provides the user a list of addresses in CIS that do not match with addresses in GIS (i.e., mismatches, new addresses)?	3			X		1.1.5
1.1.6	Can your product set up a range of Service Location addresses automatically (mass add)?	1	X				
1.1.7	Does your product automatically establish a new account for a Grease trap inspection when appropriate for that type of business?	3	X				
1.1.8	Does your product track the plumbing inspection date and final building inspection date for a premises?	3	X				
1.1.9	When a new service location is established in your product does your product record and track the service providers for other services at that location?	3	X				
1.1.10	When a new customer is connected to services at an existing Premises with active services (back to back) does your product automatically pro-rate charges for both customers according to the activation date for the new customer?	3	X				
1.1.11	Does your product provide a feature that enables the user to track service area (what utility provides the service) by Service Type for a particular Premises (i.e., a particular Premises may be in a municipal water service area, but that same Premises may be in CLB Water Department's wastewater service area)?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
1.1.12	Does your product track meter size for both water and reclaimed water Service Points at a Premises?	3	X				
1.1.13	Does your product track and bill all the connection related charges for a particular Premises (e.g., gas service line extension charges, engineering fees, relocation charges, demolition charges, service reduction/enlargement charges, etc) as identified in Exhibit 1, Rates and Fees.	3	X				
1.1.14	Can your product track or indicate the presence of a "meter box" (i.e., meter box installed vs. meter box not installed) for new Service Locations?	3	X				
1.1.15	Can your product track the annual test date for backflow devices and report when annual inspections are due for those devices?	3	X				
1.1.16	Can your product track the Service Point size available for all services (e.g., water, reclaimed water) at a Premises?	3	X				
1.1.17	Can your product track the Irrigable Area for a Premises?	2	X				
1.1.18	Can your product track and report water consumption by meter size and Premises Type?	3	X				
1.1.19	Can your product track "Temporary Meters" for the amount of time issued (e.g., seven days, six months or one year) and generate letters to the customers indicating the expiration of their "Temporary Meter"?	3	X				
1.1.20	Does your product provide for automatic landlord reversion for billing of continued services when a tenant moves out?	3	X				
1.1.21	Can your product flag or indicate that a Premises has been turned off temporarily (e.g., out of town on extended vacation) and the date that service is to resume?	3	X				
1.1.22	Given the above question, will your product automatically issue a Service Order to turn on the service at a "Requested Off" location on the resume service date?	3			X		1.1.22
b. Utility Capacity Permits							
1.2.1	Can your product store and track the square footage of the parcel or retrieve the data from GIS via interface?	1	X				
c. Workflow and Approval Tracking							
1.3.1	Can your product process and track miscellaneous charges and payments associated to a customer name but not to a location?	3	X				
1.3.2	CLB's business process requires that certain events (e.g., inspection approval, payment of fees, etc) must occur before other events can be scheduled (e.g., turn on service). Does your product provide a user definable workflow process that can be utilized to automate the requirement for the completion of certain events in a specific order?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
1.3.3	In reference to the above question, if so, can the workflow process incorporate the required management approvals at certain steps in the sequence of events?	3	X				
1.3.4	CLB requires that certain inspections/approvals must occur before certain types of work orders can be scheduled. Does your product's workflow process prevent certain types of work orders from being scheduled if prerequisite inspections/events have not been completed?	3	X				
	d. Tap Fees						
1.4.1	Does your product record and track the charges associated with service taps, such as, meter installations, line extensions or additional meters for a Premises?	3	X				
	e. Engineering Fees						
1.5.1	Can your product process and record engineering/Connection Fees and associated payments related to an account?	3	X				
1.5.2	Can your product process, record and track engineering/Connection Fees and associated payments related to a particular Premises?	3	X				
1.5.3	Does your product track Permitted Information versus actual "installed" information regarding approved services and associated fees?	3	X				
	2. Customer Service						
	a. New Connections						
	Does your product validate data entry, through the use of CIS application validation tables, to include the following:						
2.1.1	a. Numeric range of street addresses?	3	X				2.1.1
2.1.2	b. Misspelling of street names?	3	X				2.1.2
2.1.3	c. Rates match Service Type?	3	X				
2.1.4	d. Appropriate fees?	3	X				
2.1.5	e. Tax Codes?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.1.6	f. NAICS codes?	3	X				
	Does your product validate data entry through the use of external interfaces (e.g., GIS, Hansen) for example but not limited to the following:						
2.1.7	a. Numeric range of street addresses?	3			X		2.1.7
2.1.8	b. Misspelling of street names?	3			X		2.1.8
2.1.9	c. NAICS codes?	1			X		2.1.9
2.1.10	d. Appropriate fees?	1			X		2.1.10
2.1.11	e. Tax Codes?	1			X		2.1.11
2.1.12	f. Social Security number (with credit bureau)?	3			X		2.1.12
	Does your product setup and fully utilize the following unique key fields:						
2.1.13	a. Account number?	3	X				
2.1.14	b. Premises (location address) number?	3	X				
2.1.15	c. Customer number?	3	X				
2.1.16	d. Meter Number?	3	X				
2.1.17	e. Customer Name?	3	X				
2.1.18	f. Guarantor or associated Customer Name	3	X				
2.1.19	Does your product assign an account number as an association between a customer and charges?	3	X				
	When setting up a new customer or account, does your product automatically check for existing duplicates including but not limited to the following:						

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.1.20	a. Customer name?	3			X		2.1.20
2.1.21	b. Guarantor or associated name?	3			X		2.1.20
2.1.22	c. Social Security number?	3	X				
2.1.23	d. Driver License number?	3	X				
2.1.24	e. Tax ID number?	3	X				
2.1.25	f. User Defined number (Passport #, alien #, etc.)?	3	X				
2.1.26	When creating a customer record, does your product notify a CSR if the customer has a previous account with a balance due via the above matching identifiers?	3	X				
	Does your product calculate deposits based on:						
2.1.27	a. Meter size?	3			X		2.1.27
2.1.28	b. Service Type?	3	X				
2.1.29	c. Estimated bill amount?	2	X				
2.1.30	d. Based on ERU's and ERC's?	3			X		2.1.30
2.1.31	e. 12 month average billing?	3	X				
	Does your product maintain a relationship between person/business entity information and Premises information to reflect actual:						
2.1.32	a. Ownership?	3	X				
2.1.33	b. Current tenant?	3	X				
2.1.34	c. Property management?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.1.35	d. Builder?	3	X				
	Can your product create and track metered services for the following:						
2.1.36	a. Water?	3	X				
2.1.37	b. Wastewater?	3	X				
2.1.38	c. Hydrant (portable meters)?	3	X				
2.1.39	d. Add on Meters?	3	X				
2.1.40	e. Fire Lines (detector check meters)?	3	X				
2.1.41	f. Reclaimed Water?	3	X				
2.1.42	g. Truck Meters?	3	X				
2.1.43	h. Irrigation Meters?	3	X				
2.1.44	i. Multi-Dial Meters?	3	X				
2.1.45	j. Looped Meters or Tandem Meters?	3	X				
	Can your product create and track non-metered services for the following:						
2.1.46	a. Solid Waste?	3	X				
2.1.47	b. Wastewater?	3	X				
2.1.48	c. Fire Line?	3	X				
2.1.49	d. Water?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.1.50	e. Special Assessments?	3	X				
2.1.51	f. Backflow devices?	2	X				
2.1.52	g. Reclaimed Water?	3	X				
2.1.53	h. Telemetry (Cell Towers)?	2	X				
2.1.54	i. Oil and Grease?	1	X				
2.1.56	Does your product store Alternate Customer Names (DBA, marriage, divorce or alias) for tracking purposes?	3	X				
	Can your product create a record for each of the following without any other corresponding information:						
2.1.57	a. Premises only?	3	X				
2.1.58	b. Customer only?	3	X				
	b. Existing Connections						
	Does your product ascend and descend (scroll) through successive records retrieved through:						
2.2.1	a. Address searches?	3	X				
2.2.2	b. Name searches?	3	X				
2.2.3	c. Parcel ID searches?	3	X				
2.2.4	Can your product automatically change a mailing address based on an effective date?	3	X				
2.2.5	Does your product track and display historical average daily temperature information based on an interface to a third party product (13 months required)?	2			X		2.2.5
2.2.6	Does your product track and display historical average daily temperature information based on an interface to a third party product for an unlimited period?	2			X		2.2.6

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.7	Can your product track multiple Account Classifications at a Premises (e.g., apartment complex with a residential master meter while the laundry facility would have a commercial meter)?	3	X				
2.2.8	Does your product view historical consumption with meter reads, read types, reader initials and dates for a Premises?	3	X				
2.2.9	Does your product store the above historical information for a minimum of five years on line?	3	X				
2.2.10	Does your product report total consumption at a Premises for a user-defined period?	3	X				
2.2.11	Does your product report total consumption for a customer for a user-defined period?	3	X				
	Can your product attach free form comments to the following:						
2.2.12	a. Customer?	3	X				
2.2.13	b. Account?	3	X				
2.2.14	c. Premises?	3	X				
2.2.15	d. Meter Number?	3	X				
	Can your product attach effective dated free form comments to the following:						
2.2.16	a. Customer?	2	X				
2.2.17	b. Account?	3	X				
2.2.18	c. Premises?	3	X				
2.2.19	d. Meter Number?	3	X				
2.2.20	Does your product automatically display to the user all services available at the Premises when setting up or turning off the customer's service(s)?	3	X				



Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.21	Does your product automatically generate a Service Order based upon a particular request or action (such as initiating or terminating water service) and include all other services related to the Premises?	3	X				
2.2.22	Does your product allow the user to select services to be billed to the customer (tenant) and different services to remain (billed to) with the landlord?	3	X				
2.2.23	Does your product have the ability to transfer services to a second party, such as the landlord, when the tenant has terminated their services?	3	X				
	Does your product allow a customer service representative to view the following information on an account:						
2.2.24	a. Payment history?	3	X				
2.2.25	b. Meter reading history?	3	X				
2.2.26	c. Service Order history?	3	X				
2.2.27	d. Collection history?	3	X				
2.2.28	e. Billing history?	3	X				
2.2.29	f. Correspondence?	3	X				
2.2.30	g. Comments?	3	X				
2.2.31	h. Adjustment history?	3	X				
2.2.32	i. Water Restriction violation history?	3	X				2.2.32
2.2.33	j. Deposit History?	3	X				
2.2.34	k. Refuse citation history?	3	X				2.2.34
2.2.35	l. Credit score history?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.36	Does your product automatically generate a pre-formatted letter for a customer or designated group of customers (e.g., by cycle, route number, SIC, NAICS, or Account Classifications)?	3	X				2.2.36
2.2.37	Does your product provide a feature whereby a user can assign an Account Classification for each account (e.g., single family, multi-family, commercial, hotel, etc.)?	3	X				
2.2.38	Does your product default the mailing addresses to the Premises address unless a specific mailing address has been entered?	3	X				
2.2.39	Does your product allow multiple addresses per customer with an associated designator to indicate mailing, business, vacation home, etc.?	3	X				
2.2.40	Does the product allow multiple telephone numbers per customer with an associated designator to indicate home, business, and cell?	3	X				
2.2.41	Can your product associate more than one customer with an account?	3	X				
2.2.42	Can your product associate more than one customer with a Premises?	3	X				
2.2.43	Does your product provide a lookup feature that allows a user to find prior customers for a Premises?	3	X				
2.2.44	Does your product maintain a historical record of contacts with the customer such as date, time, type of contact, and purpose of contact?	3	X				
	Does your product provide the user with the on-line ability to view current customer related data. Data shall include but not be limited to:						
2.2.45	a. Customer Number?	3	X				
2.2.46	b. Customer Name?	3	X				
2.2.47	c. Service Address?	3	X				
2.2.48	d. Mailing Address?	3	X				
2.2.49	e. Telephone Numbers?	3	X				
2.2.50	f. Special Information Flags?	3	X				
2.2.51	g. Social Security Numbers?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.52	h. Drivers License Numbers?	3	X				
2.2.53	i. Language Code?	1	X				
2.2.54	j. Billing Information?	3	X				
2.2.55	k. Payment Information?	3	X				
2.2.56	l. Deposit Information?	3	X				
2.2.57	m. Credit rating?	3	X				
2.2.58	n. Credit report tracking number?	3	X				
2.2.59	o. Email Address?	3	X				
2.2.60	p. Medical Alert Designation (e.g. dialysis, life support, etc)?	3	X				
2.2.61	q. "DBA" Name?	3	X				
2.2.62	r. "Field Alert" codes for danger situations?	3	X				
	Does your product track the following Premises related data:						
2.2.63	a. Parcel ID?	3	X				
2.2.64	b. Premises address information?	3	X				
2.2.65	c. City Council District?	3	X				
2.2.66	d. Tax Code?	3	X				
2.2.67	e. Special messages or flags?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.68	f. Connected Service Types?	3	X				
2.2.69	g. Associated meter numbers?	3	X				
2.2.70	h. Route and cycle information?	3	X				
2.2.71	i. Meter reading information?	3	X				
2.2.72	j. Revenue classification code?	3	X				
2.2.73	k. SIC/NAICS Codes?	3	X				
2.2.74	l. Available services?	3	X				
2.2.75	m. "Watering Days" identification code?	3	X				
2.2.76	n. Presence of special equipment (e.g., water softener, low flow toilet, etc)?	2	X				
2.2.77	o. Account Classification?	3	X				
2.2.78	p. Number of Units?	3	X				
2.2.79	q. Premises Type?	3	X				
2.2.80	r. Number of master meters?	3	X				
2.2.81	s. Irrigation Source?	3	X				
2.2.82	Does your product automatically generate fees based on service order types and adds the change to the customer's account? (Examples: Premium Service Order, Pilot Lighting Order, Earthquake Fee)	3	X				
2.2.83	Does your product automatically generate a "same day service" Service Order and add the same day service charge (currently a flat fee) to the customer's account when a CSR indicates (via the system) that a customer has requested same day start service?	2			X		2.2.83

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.84	After a customer complaint, can a CSR trigger the automatic production of a preformatted letter to the customer after a CSR has reviewed consumption history and found it to be within normal limits?	3	X				
	Does the product provide for the on-line ability to view current and historical account information as follows? Data shall include but not be limited to:						
2.2.85	a. Type and amount of charges?	3	X				
2.2.86	b. Related consumption information (if applicable)?	3	X				
2.2.87	c. Account status?	3	X				
2.2.88	d. Location of payment (i.e. Lockbox, Web, EZpay, customer service office, kiosk)?	3	X				
2.2.89	e. Payment amount applied to each charge?	3	X				
2.2.90	f. Pertinent dates of transactions, billing, payment, adjustments?	3	X				
2.2.91	g. Adjustment information?	3	X				
2.2.92	h. Receipt information?	2	X				
2.2.93	i. User identification code for each manually entered transaction?	3	X				
2.2.94	j. Payment Arrangements?	3	X				
2.2.95	k. Method of payment?	3	X				
2.2.96	l. Watering Violations?	3	X				2.2.96
	Does the product provide the ability at an account level to display a chronological listing of transaction activity within a date range, including but not limited to:						
2.2.97	a. Meter reads?	3	X				
2.2.98	b. Charges?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.99	c. Bills?	3	X				
2.2.100	d. Payments?	3	X				
2.2.101	e. Service Orders?	3	X				
2.2.102	f. Correspondence or notes?	3	X				
2.2.103	g. Adjustments?	3	X				
2.2.104	h. Watering Violations?	3	X				
	Does the product provide the ability at a Premises level to display a chronological listing of transaction activity within a date range, including but not limited to:						
2.2.105	a. Meter reads?	3	X				
2.2.106	b. Charges?	3	X				
2.2.107	c. Bills?	3	X				
2.2.108	d. Payments?	3	X				
2.2.109	e. Service Orders?	3	X				
2.2.110	f. Correspondence or notes?	3	X				
2.2.111	g. Watering Violations?	3	X				
2.2.112	Does your product maintain foreign (non USA) addresses and print foreign addresses in the appropriate (Postal Standard) format?	3	X				
2.2.113	Does your product maintain unpaid charges associated with a customer and remain with the customer regardless of the Premises that the customer is associated with?	3	X				
2.2.114	Can your product indicate that a master meter's readings are for information purposes only (i.e., do not use for billing)?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.115	Does your product compare master meter consumption to associated sub-meter(s) consumption?	1	X				
2.2.116	Does your product provide a feature whereby users can setup standard notices and letter templates?	3	X				
2.2.117	Does your product maintain a record of the types of correspondence sent to the customer with the date sent?	3	X				
2.2.118	Does your product automatically generate standard notices and letter templates for specific customers based on user defined trigger events?	3	X				
2.2.119	Does your product flag and prevent general user access (i.e., special security required) to customer information, which is exempt by statute from public disclosure (e.g., home phone, address, SSN) for police, judges or other designated officials?	1			X		2.2.119
2.2.120	Does your baseline product provide a method to identify and protect/secure information, which is exempt by statute from public disclosure but may be viewed and/or used internally in reports?	3	X				
2.2.121	Does your product obscure from view, fields of high security information, which may not be released, to the public or specified users (e.g., shade background same color as text or replace text with symbols)?	3	X				
2.2.122	When a new customer moves to a Premises in a "Readiness to Serve Zone" for reclaimed water, can your product automatically generate preformatted correspondence to that customer?	1	X				
2.2.123	Does your product provide a "Soundex" address lookup feature whereby the user can enter a "sounds like" spelling for query/lookup purposes?	1			X		2.2.123
2.2.124	Can your product "back date" a start service date (for billing) when a new customer calls for service after their actual occupancy date?	3	X				
2.2.125	Does your product allow the user to transfer a deposit from one Premises to another?	3	X				
2.2.126	Does your product allow the user to transfer a deposit from one account to another?	2	X				
2.2.127	Does your product allow the user to "waive" a deposit if the customer provides a valid reference letter from another utility and note that such letter was provided?	1	X				
2.2.128	For each account, does your product automatically calculate interest earned on their deposit once a year and then credit that interest amount on the next billing?	1	X				
2.2.129	Does your product automatically calculate deposit interest earned year to date for a terminated account and (1) credit that amount on the final bill or (2) create an accounts payable transaction if a refund is due to the customer?	1	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.130	Does your product provide an automated user defined write-off process?	3	X				
2.2.131	Can your product support more than one user defined write-off process?	3	X				
2.2.132	Can your product track payment history on accounts and automatically generate a bill message for "poor paying" accounts that another late payment will require the customer to pay a deposit?	2			X		2.2.132
2.2.133	Can your product track payment history on accounts and automatically bill the appropriate deposit for accounts that fall into a user defined "poor pay" status?	2	X				
2.2.134	Does your product automatically generate an investigative type Service Order when a CSR enters a customer's request for a meter field check?	3	X				
2.2.135	Does your product automatically generate a review manager letter (indicating investigative results) when a CSR enters a customer's request for a meter field check?	3	X				
2.2.136	Does your product provide a CSR "lookup" history indicating at least the last five accounts/customers/premises that the CSR has accessed?	3			X		2.2.136
2.2.137	Does your product capture/track the reason for a meter removal (i.e., a code) from a completed Work Order and make that information available to the CSR when they query the service history for a premises?	3	X				
	Does your product capture and maintain the following route information for solid waste and recycling customers:						
2.2.138	a. Pick up days?	3	X				2.2.138
2.2.139	b. Number of times picked up per week and the days?	3	X				2.2.139
2.2.140	c. Pick up location (e.g., alley or parkway)?	3	X				2.2.140
2.2.141	d. Route classification (e.g., automated or manual)	3	X				2.2.141
2.2.142	e. Type of Route (e.g., Commercial or PLC)	3	X				2.2.142
2.2.143	f. Rollout – Free or charged?	3	X				2.2.143
2.2.144	g. Route Number at least three digits (i.e., 100+ routes)?	3	X				
	Does your product capture and maintain the following Auto cart information for solid waste service location/premises:						

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.145	a. Auto Cart Size (e.g., 100 gallon, 64 gallon, 32 gallon)	3	X				2.2.145
2.2.146	b. PLC locations?	3	X				2.2.146
2.2.147	c. Cart Serial Numbers (multiple carts per site)?	3	X				2.2.147
2.2.148	d. Date Cart was delivered to the property?	3	X				2.2.148
2.2.149	e. Date Cart was removed from property?	3	X				2.2.149
2.2.150	f. Date Cart was exchanged or replaced?	3	X				2.2.150
2.2.151	g. Reason code for the removal of the cart?	3	X				2.2.151
2.2.152	h. Ability to identify manual cans or bags?	3	X				2.2.152
2.2.153	Does your product provide the ability for a user to determine the location of an auto cart or bin by using an online serial number "look up" feature?	3			X		2.2.153
2.2.154	Does your product have the ability to list an auto cart or bin on an account for "reference only" purposes?	3	X				
	Does your product capture and maintain the following bin information for solid waste service locations:						
2.2.155	a. Bin size (e.g., 300 gal, two cubic yd, three cubic yd+, etc)?	3	X				2.2.155
2.2.156	b. Bin type (e.g., Roll off or compactor)?	3	X				2.2.156
2.2.157	c. Bin Serial number(s)?	3	X				2.2.157
2.2.158	d. Date bin was delivered to the property?	3	X				2.2.158
2.2.159	e. Date bin was removed from property?	3	X				2.2.159
2.2.160	f. Date bin was exchanged or replaced?	3	X				2.2.160

Ref #	Requirement Description	Priority	A	B	C	D	REF
2.2.161	g. Reason code for removal of bin?	3	X				2.2.161
2.2.162	h. Ability to code a bin as a "owner" or "loaner" or "lease" or "purchase"?	3	X				2.2.162
2.2.163	Does your product have the ability to "roll-over" certain solid waste service information from one customer to the next at the same location (e.g., cart size, serial number, pick up days, initial delivery date, etc)?	3	X				
3. Field Services							
a. Service Orders							
3.1.1	Does your product create Service Orders to accomplish necessary account turn-on actions (e.g., tap and set, line extensions, altered service, meter turn-on and replace, non-metered turn-on and replace and reads)?	3	X				
3.1.2	Does your product provide information (in something other than comment field) to customer service representatives regarding the number of times a billing verification Service Order has been requested (e.g., reread, re-inspection fee for refuse, meter test services, audits or other specific Service Order types to be defined by the user)?	3			X		3.1.2
	Does your product provide the ability to query and view Service Orders on line by the following criteria:						
3.1.3	a. View by account number?	3	X				
3.1.4	b. View by customer number?	3	X				
3.1.5	c. View by Premises (service address)?	3	X				
3.1.6	d. View by service order type?	3	X				3.1.6
3.1.7	e. View by Service Type?	3	X				3.1.6
3.1.8	f. View by service order creation date (most recent order first)?	3	X				
3.1.9	g. View by service order (future) scheduled service date?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.10	h. View by service order completion date?	3	X				
3.1.11	i. View by Service Order number?	3	X				
3.1.12	j. View by reading route?	2			X		3.1.12
3.1.13	k. View by refuse collection route?	3			X		3.1.12
3.1.14	l. View by Refuse Service District/area?	3	X				
3.1.15	m. View by geographic area (interface with GIS)?	3			X		3.1.15
3.1.16	n. View by Assigned Inspector or dispatched group or individual?	3	X				
3.1.17	o. View by Meter Number?	3			X		3.1.17
3.1.18	Does your product generate Service Orders for all metered and non-metered services?	3	X				
3.1.19	Does your product automatically generate a unique Service Order number when orders are created by the system?	3	X				
3.1.20	When a fee is associated with a Service Order, does your product provide the ability to waive or modify the associated fees anytime before the Service Order is closed?	3	X				3.1.20
	Does your product automatically update as a result of completing a Service Order, at the minimum, the following related account attributes:						
3.1.21	a. Customer account status?	3	X				
3.1.22	b. Service Order status?	3	X				
3.1.23	c. Service work results?	3	X				
3.1.24	d. Applicable fees?	3	X				
3.1.25	e. Meter status?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.26	f. Meter reading?	3	X				
3.3.27	g. Problem codes?	3	X				
3.1.28	h. Field personnel comments?	3	X				
3.1.29	Does your product have a feature to require a fee payment prior to initiating some Service Order types (e.g., connection fee prior to meter set)?	3			X		3.1.29
	Does your product automatically create Service Orders based on user-defined criteria (trigger events) including but not limited to:						
3.1.30	a. Meter set for new connections or reconnect where a meter has been removed?	3	X				
3.1.31	b. Cut off for bad check?	3	X				
3.1.32	c. Cut off for non-payment?	3	X				
3.1.33	d. Restore service after cut off when payment is received?	3	X				
3.1.34	e. Create a Refuse inspection service order when a new customer starts service on a commercial account?	3	X				
3.1.35	f. Create a Refuse inspection service order when a new customer starts service on a residential account?	2	X				
3.1.36	g. Create a Refuse inspection service order when a customer stops refuse service?	3	X				
3.1.37	Does your product allow the entry of a requested work date at the time the work/Service Order is created?	3	X				
3.1.38	Does your product contain a scheduling feature to automatically schedule regular work/Service Orders by calendar avoiding weekends and holidays?	3	X				3.1.38
3.1.39	Does your product contain a scheduling feature that allows user defined service availability dates to be taken into account when automatically scheduling a work/service order?	3	X				3.1.39
3.1.40	Does your product produce an Investigative Work Order for a premises once a meter has been removed?	3	X				
3.1.41	Does your product allow a user to reschedule work/Service Orders by Service Type, date and individual order?	3	X				3.1.41

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.42	Does your product prohibit, by Service Order type, duplicate work/Service Orders from being created for the same location and activity?	3	X				
3.1.43	Does your product automatically consolidate different work/Service Orders for the same Service Location when orders are created or dispatched?	2	X				3.1.43
3.1.44	Does your product provide a feature to schedule work/Service Orders with user-defined limits as to how many may be scheduled for a work group in a day?	3	X				3.1.44
3.1.45	Does your product automatically generate a final-out (turn off) order for the existing customer when a new customer's "turn on" order is generated for the Premises (back to back)?	3	X				
3.1.46	Does your product prohibit turn-off type orders for an existing customer when there is a pending turn on order for a new customer within the same user defined time period (read only)?	3	X				
3.1.47	Does your product provide the user with the ability to void Service Orders on request and provide supporting audit trails and activity reports?	3	X				
3.1.48	Can your product cancel or void any or all pending work/Service Orders simultaneously at a Premises?	2	X				3.1.48
	In the above situation does your product reverse any action that the original work/Service Order closure may have caused:						
3.1.49	a. Reverse fees or refund deposits if applicable?	2			X		3.1.49
3.1.50	b. Restore customer/account status?	2	X				
3.1.51	Does your product allow user defined validation of work/Service Orders for reasonableness (e.g., do not initiate turn order until a meter install has been completed, do not create an order for a service not provided by CLB, etc)?	3	X				
3.1.52	Does your product allow user-defined work/Service Order formats for different order types?	3	X				3.1.52
3.1.53	Does your product provide for a user defined work/service group code related to a geographical area?	3	X				
3.1.54	Does your product sort and dispatch the work/Service Orders by a user-defined sequence (e.g., route, account number, date, location address, work group)?	3	X				3.1.54
	Does your product release and print pending work/Service Orders:						
3.1.55	a. Upon user request?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.56	b. Upon other user-specified criteria?	3	X				
3.1.57	c. By scheduled service date?	3	X				
3.1.58	Does your product allow the printing of work/Service Orders to local or remote site devices based on user-defined print locations?	3	X				
3.1.59	Does your product provide for after-hours printing based on pre-set schedules (e.g., auto release of any unprinted orders scheduled for the next workday)?	3	X				
3.1.60	Can your product redirect work/Service Orders to a printer other than the default printer locations?	3			X		3.1.60
	Does your product reprint work/Service Orders on user request by:						
3.1.61	a. Date?	3	X				
3.1.62	b. Service Order number?	3	X				
3.1.63	c. Service Type?	3	X				
3.1.64	d. Work/Service Order type?	3	X				
3.1.65	e. Geographic area (e.g., street address, subdivision)?	2			X		3.1.65
3.1.66	f. Work group or assigned field staff?	3	X				
3.1.67	Does your product allow for the creation of Service Order(s) by geographic area (interface to GIS)?	3			X		3.1.67
3.1.68	Does your product allow for work/Service Order scheduling based on user-defined criteria (e.g., priority codes, routes, districts)?	3	X				
3.1.69	Does your product schedule work/Service Orders by Service Type or groups of services (e.g., water, subdivision)?	3	X				3.1.69
3.1.70	Does your product allow the user the ability to specify which records and fields will be updated by a work/Service Order completion?	3	X				3.1.70
3.1.71	Does your product allow a modification to a work/Service Order prior to its completion?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.72	Does your product allow multiple tasks to be defined on a single work/Service Order type? (e.g., turn off and remove the meter)?	3	X				3.1.72
3.1.73	Does your product alert the user via on screen messages for exceptional situations during work/Service Order meter reading entry (e.g., hi/low, initial/final not equal, negative consumption, and meter turn over)?	3	X				3.1.73
3.1.74	Does your product provide for on-line entry of free-form comments such as directions or location of meter on the work/Service Order?	3	X				3.1.74
3.1.75	Does your product print customer or Premises "alerts" (e.g., bad dog, angry customer, etc.) on the Service Order?	3	X				3.1.75
3.1.76	Does your product provide for the classification and immediate scheduling/dispatching of "Emergency Service Orders?"	3	X				3.1.76
3.1.77	Can your product produce customer specific notices (i.e., letters) concerning planned outages or planned work?	2	X				
3.1.78	Does your product track the install date and age of all installed meters?	3	X				
3.1.79	Does your product track the total consumption history of a meter?	3	X				
3.1.80	Does your product automatically produce work/Service Orders to replace meters that exceed a user defined age or total consumption history?	3	X				3.1.80
3.1.81	Can your product track and display on work/Service Orders the meter location using a parcel grid (code) system?	3	X				
3.1.82	Does your product extract and display meter location data in graphic map format from a GIS system?	3			X		3.1.82
3.1.83	Does your product extract meter location data in a GIS format from a CIS system?	2	X				3.1.83
3.1.84	Does your product allow the user to put a work/Service Order on hold until further action is taken?	3	X				3.1.84
3.1.85	Does your product maintain work/Service Order history?	3	X				
3.1.86	Can your product temporarily reassign work/Service Orders by blocks of work/Service Order numbers as needed to shift workload?	3	X				3.1.86
3.1.87	Does your product notify on a daily basis the user of any work/Service Order that is incomplete based on a user-defined time period?	2			X		3.1.87
3.1.88	Can your product block specific types of work/Service Orders from being created for user-defined locations such as a cut off on a life support customer?	3	X				3.1.88

Ref #	Requirement Description	Priority	A	B	C	D	REF
3.1.89	Can your product block specific types of service from cut off (e.g., fire lines)?	3	X				
3.1.90	Does your product track and maintain current work/Service Order status (e.g., pending, scheduled, in process, complete, on hold, void, and cancel)?	3	X				
3.1.91	Does your product distinguish between service units and prevent Service Orders of a particular type being created for the wrong service unit (e.g., a refuse site inspection work order being sent to the water department)?	3	X				
3.1.92	Does your product route Service Orders to output devices based upon order type?	3	X				3.1.92
3.1.93	Does your product allow Service Orders to be routed to a printer and others routed to electronic file based upon order types?	3	X				
3.1.94	Does your product print order specific information based on order type (e.g., last three meter reads on reread Service Order)?	3			X		3.1.94
3.1.95	Does your product require meter readings to be entered for each meter or register associated with the work/Service Order before the order can be closed?	3	X				
3.1.96	Does your product allow a user to create and close work/Service Orders after the fact (pre-date)?	3	X				
3.1.97	Does your product track field rep time to complete assigned scheduled tasks?	3	X				
3.1.98	Does your product generate a report of investigations by work/Service Order type for customer, Premises or account?	3	X				3.1.98
3.1.99	Does your product auto-populate meter data when work/Service Orders are created for a Service Location?	3	X				
3.1.100	Does your product auto-populate rate description and container data (e.g., serial number, size, etc.) when work/Service Orders are created for a Service Location?	3	X				
b. Work/Service Orders							
3.2.1	Does your product interface with Advantex work order system?	3			X		3.2.1
c. Mobile Data							
3.3.1	Does your product record the status and results of all work/Service Orders in an on-line real-time mode?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
	Does your product create orders via wireless communication to:						
3.3.2	a. PDA?	1	X				3.3.2
3.3.3	b. Laptop?	3	X				3.3.2
	Does your product allow a user to view orders via wireless communication to:						
3.3.4	a. PDA?	1	X				3.3.4
3.3.5	b. Laptop?	3	X				3.3.4
	Does your product allow a user to close orders via wireless communication to and from:						
3.3.6	a. PDA?	1	X				3.3.6
3.3.7	b. Laptop?	3	X				3.3.6
	4. Meter Reading						
	a. Meter Inventory						
4.1.1	Does your product prohibit the duplication of meter numbers in the active meter inventory?	3	X				
4.1.2	Does your product track all previous service locations (history) for a meter?	2	X				
4.1.3	Does your product track the history of status changes for a meter?	2	X				
	Does your product track and maintain the following information for each meter:						
4.1.4	a. Manufacturer name?	3	X				
4.1.5	b. Date purchase?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
4.1.6	c. Meter number?	3	X				
4.1.7	d. Meter size?	3	X				
4.1.8	e. Meter type?	3	X				
4.1.9	f. Installation date?	3	X				
4.1.10	g. Current status?	3	X				
4.1.11	h. Last test date?	3	X				
4.1.12	i. Last test/proof results?	3	X				
4.1.13	j. Control group identifier?	3	X				
4.1.14	k. Dial configuration?	3	X				
4.1.15	l. Multiplier?	3	X				
4.1.16	m. Reading Method (i.e. Manual, AMR)?	3	X				
4.1.17	n. Meter location (free form)?	3	X				
4.1.18	o. Meter location (Geographical (GPS) coordinates)?	2	X				
	b. Meter Reading Information						
4.2.1	CLB bills water, wastewater, and reclaimed in increments of 100 cf. Meter readings are not rounded. 100 cf equals one billing unit. Does your product recognize user defined billing units (as above) for billing calculation purposes?	3	X				
4.2.2	CLB reads the gas meters in CCF but bills in Therms. Does your product convert meter readings in CCF to Therms via a calculation using a BTU factor for billing purposes?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
4.2.3	Since only whole numbers are used for billing purposes, does your product store a reading with up to three digits after a decimal for information purposes and still use the truncated reading for billing?	2	X				
	Does your product identify the source (origin) of a meter reading:						
4.2.4	a. From ITRON?	3	X				
4.2.5	b. From AMR?	3	X				
4.2.6	c. Estimated (system generated)?	3	X				
4.2.7	d. Estimated (manual with user ID)?	3	X				
4.2.8	e. From a Service Order (Service Order #)?	3	X				
	Does your product identify the type (function) of meter reading:						
4.2.9	a. Routine cycle reading?	3	X				
4.2.10	b. Meter reading at installation?	3	X				
4.2.11	c. Initiate service (move in)?	3	X				
4.2.12	d. Terminate service (move out)?	3	X				
4.2.13	e. Remove meter reading?	3	X				
4.2.14	f. Re-read meter?	3	X				
4.2.15	g. Cut off for non-payment reading?	3	X				
4.2.16	h. Cut off for watering violation reading?	2	X				
4.2.17	i. Restore service reading?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
4.2.18	j. Temporary turn off reading?	3	X				
4.2.19	k. Information only readings?	3	X				
4.2.20	l. Meter exchange reading?	3	X				
4.2.21	m. Flow test readings?	3	X				
4.2.22	n. Estimated?	3	X				
4.2.23	Does your product accept meter readings for gas transportation charges that come from a Mercury telemetry system (using dial-up modems)?	3	X				
4.2.24	Does your product prohibit a meter reading from being changed by a user, but allow a new meter reading to be added for billing purposes?	3	X				4.2.24
4.2.25	Does your product allow (with proper security) meter readings to be changed?	3	X				4.2.25
4.2.26	Does your product record the reason for a “no read” on the meter file (e.g., buried meter, can’t find meter, access issue, etc)?	3	X				
4.2.27	Does your product automatically generate a preformatted letter based on a trouble code (e.g. access issue) uploaded from a handheld?	3	X				
4.2.28	Does your product down load any “warning codes” (e.g., bad dog) held in the CIS system and are associated with a particular Premises?	3	X				
4.2.29	Can your product upload “free form comments” from a handheld and store the comments in association with a Premises in chronological order?	3	X				
4.2.30	Does your product accept and record multiple meter readings for the same date?	3	X				
4.2.31	Does your product allow the user to enter an environmental factor (e.g., average temperature, average rainfall, etc) that would then be a part of the calculations for determining the hi/lo reading parameters?	2	X				
4.2.32	Does your product maintain on line access to historical meter readings for at least the past 5 years?	3	X				
4.2.33	Does your product show the relationship of related meters on the meter read file (e.g., deduct, add-on, looped, etc)?	3	X				
4.2.34	Does your product display readings from compound meters (multiple registers) on a single display?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
4.2.35	Does your product allow an upload of meter readings from an Excel spreadsheet?	3	X				
4.2.36	Does your product allow the entry of a backflow device as an attribute or associated device to a meter?	3	X				
4.2.37	Does your product track backflow device installation dates?	3	X				
4.2.38	Can your product track a backflow installation date or last inspection date as a trigger to initiate a Service Order for an annual inspection?	3	X				
4.2.39	If a backflow device inspection date is thirty days past due and not completed, does your product generate a management directed work list to perform the inspection?	3			X		4.2.39
4.2.40	Can your product record and track meter readings for a metered service that is not billed (e.g., flushing meter)?	3	X				
4.2.41	Can your product generate a list of Premises that were once billed for water and sewer, but are now just being billed for water?	3			X		4.2.41
4.2.42	Does your product record and track trouble codes uploaded from the handheld device and display those codes associated with a Premises or meter to the user?	3	X				
4.2.43	Does your product download to the handheld any pending Service Order "codes" for a Premises at the time of a regular route download?	3	X				4.2.43
4.2.44	Does your product automatically produce a "high/low" report every day for meter readings that were uploaded from the handhelds but that fall outside user defined parameters?	3	X				
4.2.45	Can your product issue and track the status of investigative Service Orders for potential water theft and Watering Violations?	3	X				
4.2.46	Does your product automatically produce an investigative Service Order triggered by meter reading indicating consumption on a meter that is inactive (off)?	3			X		4.2.46
4.2.47	Can your product automatically download "skipped" reads back to a handheld grouped by route or geographic area?	3			X		4.2.47
c. Cycle/Routing							
4.3.1	Is your product capable of changing a cycle and /or route number from the old to the new for all the service addresses in that cycle/route (mass route change)?	3	X				
4.3.2	Does your product allow a user (with proper security) to change a cycle or a route number from the old to the new for a single service address?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
4.3.3	Can your product schedule an optimum reading sequence for all routes in the system based on user-defined parameters (e.g., bi-monthly, monthly, etc)?	1				X	4.3.3
4.3.4	Does your product assign read sequence numbers to the meter record?	3	X				4.3.4
4.3.5	Does your product allow a user the ability to manually re-sequence meters within a given a route?	3	X				
4.3.6	Does your product provide the user the ability to create and download a special meter read route for ad hoc purposes (e.g., rereads, check reads, etc)?	3			X		4.3.6
4.3.7	Does your product record and process the “time stamp” from a handheld device in order to automatically re-sequence that route on the next handheld download?	3	X				
4.3.8	Does your product track individual read times and provide a total read time for a route?	3				X	
4.3.9	Does your product provide route-scheduling feature to warn the user that too many reads are being scheduled for the same day?	2				X	
4.3.10	When a meter has been removed due to “tampering”, does your product keep that service location in the handheld download file to be checked by the meter reader during the normal route reading?	2	X				
5. Billing							
a. Deposits							
5.1.1	Does your product provide a user the ability (with proper security) to waive or adjust deposit amounts?	3	X				
5.1.2	Does your product record by account, the method of satisfaction (deposit type) for the deposit requirement (e.g., cash, bond, letter of credit, management override)?	3	X				
5.1.3	Does your product track the amount, by account, of the non-cash types of deposits (e.g., bank letter of credit (LOC), surety bond)?	2	X				
5.1.4	Does your product track expiration dates by account for non-cash types of deposits (e.g., bank letter of credit (LOC), surety bond)?	2	X				
5.1.5	Does your product store and maintain a master deposit that satisfies the deposit requirements for multiple accounts?	1	X				5.1.5
5.1.6	Does your product identify and display all accounts covered by a master deposit?	1	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.1.7	Does your product automatically calculate the monthly average billing for the prior twelve-month period, of all accounts covered by a master deposit, on the anniversary of the deposit and indicate if the deposit should be increased?	1	X				
5.1.8	Does your product automatically refund or not refund deposits based upon user-defined criteria (e.g., terminated account with a zero balance, commercial account,)?	3	X				
5.1.9	Does your product adjust/waive deposits based upon user-defined criteria?	3	X				
5.1.10	Does your product automatically apply/credit a deposit to an account balance based upon a twelve month (good pay) history?	3	X				
5.1.11	Does your product automatically apply a deposit to an account balance at final billing?	3	X				
5.1.12	Does your product automatically generate a renewal letter based on deposit expiration dates at the account or master deposit level?	1			X		5.1.12
5.1.13	Does your product calculate interest on all cash deposits and show as a credit line item annually on the regular bill?	1	X				
5.1.14	Does your product allow a user (with proper security) to change the deposit interest rate periodically?	1	X				
5.1.15	Does your product allow transfer of a deposit from one account to another?	3	X				
5.1.16	Does your product automatically calculate residential deposits based on Service Types?	3	X				
5.1.17	Does your product automatically calculate deposits based on a combination of meter size and Service Types?	2			X		5.1.17
5.1.18	Does your product automatically calculate deposits based on the user defined consumption history for a Premises?	3	X				
b. General Billing							
5.2.1	Does your product allow charges related to a Service Location to be imported from other applications (e.g., Hansen, third party billing, etc.)?	2	X				
5.2.2	Does your product activate charges based on user-defined triggered events?	3	X				
	Does your product display a customer's average consumption for the most recent 12 months of usage by:						
5.2.3	a. Premises?	1	X				5.2.3

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.4	b. Service?	1	X				5.2.4
5.2.5	c. Account?	3	X				5.2.5
	Does your product display a customer's average bill amount for the most recent 12 months of usage by:						
5.2.6	a. Premises?	1			X		5.2.6
5.2.7	b. Service?	1			X		5.2.6
5.2.8	c. Account?	3			X		5.2.6
5.2.9	Does your product calculate the average consumption from the Premises start date to the last bill date for less than 12 months of usage?	3	X				5.2.9
5.2.10	Does your product calculate the average billed amount from the Premises start date to the last bill date for less than 12 months of usage?	3			X		5.2.10
5.2.11	Does your product calculate average consumption for a user-defined period?	3	X				5.2.11
5.2.12	Does your product calculate average billed amount for a user-defined period?	3			X		5.2.12
5.2.13	Does your product generate a final bill for specific Service Type(s) at a Premises?	3	X				
5.2.14	Does your product bill miscellaneous charges (e.g., Engineering fees) that may be associated to a location but may not be associated to an existing utility service?	3	X				
5.2.15	Does your product create a bill and track-engineering fees associated with a customer name but not necessarily a service address or Parcel ID?	3	X				
5.2.16	Does your product bill miscellaneous charges to an account?	3	X				
5.2.17	Does your product allow a user the option of not billing a service/account based on user-defined criteria?	3	X				
	Does your product provide flexible high/low edits that take into consideration:						
5.2.18	a. Premises Type?	3			X		5.2.18

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.19	b. Previous consumption history?	3	X				
5.2.20	c. Number of days in the billing period?	2	X				
5.2.21	Does your product automatically pro-rate all base/fixed charges based on the number of days / months for which the bill is being charged?	3	X				
	Does your product automatically pro-rate charges when multiple rates for a service applied during the billing period:						
5.2.22	a. In one billing period?	3	X				
5.2.23	b. On an initial reading?	3	X				
5.2.24	c. On a final reading?	3	X				
5.2.25	Does your product identify accounts that have two consecutive estimates for prior meter readings?	3	X				
5.2.26	Does your product send notification to the meter reading group when there have been two consecutive estimates for a Premises/meter?	3			X		5.2.26
5.2.27	Does your product provide a user (with proper security) the ability to estimate consumption by Premises Type for a service with no initial reading?	3	X				
5.2.28	Does your product combine readings from multiple meters in order to calculate total consumption for a single bill?	3	X				
5.2.29	Does your product automatically calculate consumption from multiple meter readings at different locations and sum together on one bill?	2	X				
5.2.30	Does your product alert the user when a service has not been billed within a user-defined time period?	3	X				
5.2.31	Does your product prorate the base fees based on Service Type, status and number of days in the bill?	3	X				
5.2.32	Does your product define bill calculations by service?	3	X				
5.2.33	Does your product calculate consumption from a metered service for non-metered service billing method (e.g., bill sewer based on water consumption)?	3	X				
5.2.34	Can your product bill multiple cycles/routes on the same day as defined by the user?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.35	Does your product bill accounts that have valid reads even if all the accounts in the route(s) designated for that billing period have not been read?	3	X				
5.2.36	Does your product provide the ability to set a billable flag on a Premises when read, regardless of billing date?	3			X		5.2.36
5.2.37	Does your product provide a user (with proper security) the ability to set a special bill cycle to be requested on a specific date?	3	X				
5.2.38	Does your product allow an account to continue normal billing with future-dated pending Service Orders (e.g., final Service Order date past the cycle billing date)?	3	X				
5.2.39	Does your product calculate and process bills under selected categories (e.g., individual account, reading route and cycle)?	3	X				
5.2.40	Does your product re-calculate and re-bill under selected categories (e.g., individual account, reading route and cycle)?	3	X				
5.2.41	Does your product automatically bill accounts that don't require meter readings based on a user-defined schedule (e.g., by account, customer, route, or cycle time specified)?	3	X				
5.2.42	Does your product exclude unpaid but billed deposit charges on a final bill?	3	X				
5.2.43	Does your product provide the use of reading verification codes as part of the variance criteria (e.g., for an estimated vs. actual reading)?	3	X				
5.2.44	Does your product automatically bill accounts utilizing a variety of rate structures applicable to those accounts?	3	X				
5.2.45	Does your product bill a sewer-only charge based on water consumption over a user-defined period of time?	3	X				
5.2.46	Does your product bill a single service or multiple services as set up by the user to accommodate customer requests (e.g., to bill landlord for irrigation, and to bill the tenant for water and sewer)?	3	X				
	Does your product notify a property owner (via system generated letter or outbound calling) of unpaid refuse by:						
5.2.47	a. Service Location?	3	X				
5.2.48	b. Account?	3	X				
	Does your product maintain a history of adjustments made by:						

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.49	a. Account?	3	X				
5.2.50	b. Customer?	1	X				
5.2.51	c. Premises?	1	X				
5.2.52	Does your product calculate budget billing by billing a "budgeted" fixed dollar amount that is user-defined?	2	X				
5.2.53	Does your product calculate a levelized billing amount based on a 12 month rolling period average?	3			X		5.2.53
5.2.54	Does your product bill for consumption not associated with a particular Premises via the use of portable meters (e.g., lawn service truck)?	3	X				
5.2.55	Does your product allow on-line adjustment entry to generate a bill on request after an adjustment is made?	3	X				
5.2.56	Does your product provide the user the ability to view the bill once an adjustment has been made?	3	X				
5.2.57	Does your product list billing exceptions on a billing exception report based upon user-defined criteria?	3	X				
5.2.58	Can those bills reported in the billing exception report be automatically released and printed based upon user-defined period of time?	2	X				
5.2.59	Can your product bill a master account with all charges itemized separately?	3	X				
5.2.60	Can your product bill on a master account, showing all line item charges for each service site (Premises)?	3	X				
5.2.61	Can your product establish a preferred billing date for each account?	3	X				
5.2.62	Can your product process a user entered meter reading and determine a bill amount on-line?	1	X				
5.2.63	Does your product calculate the consumption and billing impact resulting from a meter test found to be too fast or too slow?	3				X	
5.2.64	Does your product provide the ability to cancel all billed charges on any one bill?	3	X				
5.2.65	Does your product allow the user to cancel all billed charges for an effective date range?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.66	Does your product calculate average (estimated) consumption automatically based on user-defined criteria by service for those services with missing readings (e.g., metered services)?	3	X				
5.2.67	When one obtains an actual read after an estimated bill, will your product convert the total consumption occurring between two actual reads to an average daily consumption and recalculate any previous bills (between the two actual reads), correcting for potential tiered rate errors (high or low) that may have resulted from the estimated bill, and thus “true-up” the consumption and billed amount on that account as a result of the actual read?	3	X				
5.2.68	Can your product assess surcharges to specific account(s)?	1	X				
5.2.69	Can your product bill multiple customers for services at the same location?	3	X				
5.2.70	Does your product allow the user to define the maximum number of consecutive estimated readings that may be used for billing?	1	X				
5.2.71	Does your product provide the ability to change Account Classification/Premises Type codes?	3	X				
5.2.72	Does your product provide the option to change a particular mailing address for all the same customer related records in the system (e.g., same mailing address for multiple accounts) or just one?	3	X				
5.2.73	Can your product process a global change to mailing addresses for all the records in the system (e.g., zip code or street name change)?	3			X		5.2.73
5.2.74	Does your product provide a “cancel and re-bill” feature to be utilized when billing errors are found?	3	X				
5.2.75	Can the above cancel re-bill feature be utilized for multiple bills during a billing run?	3	X				
5.2.76	Does your product track cycled meters that have rolled past zero and calculate the consumption for appropriate reading (i.e., identify cycled meters where the dials or digits have rolled past zero and calculate/bill the consumption properly using the appropriate reading)?	3	X				
5.2.77	Can your product provide proration of solid waste charges for single-family residential homes that have not had service for a complete billing period?	3	X				
5.2.78	Can your product provide two invoices to two different customers/addresses for the same solid waste account each billing period?	3	X				
5.2.79	Can your product provide two invoices to two different addresses for the same account when the account becomes delinquent?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.2.80	Can your product flag a historical reading to exempt it from any type of average calculation performed by the system?	2			X		5.2.80
5.2.81	Can your product bill a “special pickup” charge for solid waste as a separate line item and in addition to the normal solid waste charge for that Premises?	3	X				
5.2.82	Can your product bill an “availability” charge (flat fee) for a service even if the service is not connected for that Premises?	3	X				
5.2.83	CLB engages in projects (e.g., residential development) where a customer (developer) is billed a large deposit at the beginning of the project and then subsequent CLB invoices are charged against that deposit. Can your CIS product bill a deposit on an account and then charge subsequent miscellaneous billings against that deposit and track the remaining deposit balance on that account?	3	X				
5.2.84	Does your product allow a user the ability to enter a one time charge for miscellaneous services or fees and have that one time charge automatically bill on the customer’s regular utility bill?	3	X				
5.2.85	Can your product bill for non-gas, non-water, non-refuse, or non-sewer related charges on the regular utility bill?	3	X				
5.2.86	Does your product process and track prepaid utility services?	1	X				
5.2.87	Can your product generate a one-time bill to a specific customer?	3	X				
	Does your product track and maintain meter tampering records that are associated to:						
5.2.88	a. A customer?	3	X				
5.2.89	b. A Premises?	3	X				
	Does your product generate an investigation type Service Order based on a tampered meter code:						
5.2.90	a. Uploaded from the handheld?	3	X				
5.2.91	b. Entered by CSR?	3	X				
5.2.92	Can your product bill for Fire Service Charges only (no consumption) despite meter readings showing usage	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
	c. Rates and Fees (See Error! Reference source not found.)						
5.3.1	Does your product provide the ability to establish and bill all the rates and fees as listed in the attached Error! Reference source not found.?	3	X				
5.3.2	Does your product have the ability to individually tax services by Service Location/tax area?	3	X				
5.3.3	Does your product allow the establishment of administrative fees (base charges) based on meter size to be combined with block rates (consumption tiers) to calculate bills for metered services?	3	X				
	Does your product provide the ability to establish and bill rates based on:						
5.3.4	a. 100 cf increments (ccf)?	3	X				
5.3.5	b. Therms?	3	X				
5.3.6	c. Flat Rate per service? (with or without associated volume)?	3	X				
5.3.7	d. User defined formulas (as well as tables)?	3	X				
5.3.8	e. Rates or Surcharges for specified services based on Premises information (e.g., number of Units)?	3	X				
5.3.9	f. Wholesale Agreements (negotiated rates)?	1	X				
5.3.10	g. Default rates?	3	X				
5.3.11	h. Service availability?	1	X				
5.3.12	i. Fines or penalties (based on a flat fee)?	3	X				
5.3.13	j. Fines or penalties (based on a % of another charge)?	3	X				
5.3.14	k. Fines or penalties (based on a quantity rate table)?	3	X				
5.3.15	l. Specialty meter reading fee?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.3.16	Does your product provide the ability to create or delete (with proper security) rate and factor components in an on-line real-time mode?	3	X				
5.3.17	Can your product calculate interest for a loan agreement and include it as a part of the pay out over the user defined time frame?	1	X				
5.3.18	Does your product allow a user to setup and bill reoccurring miscellaneous charges (e.g., rollout fees, bin rental, etc.)?	3	X				
5.3.19	Does your product allow a user to setup a table of valid miscellaneous charges that can be used for billing?	3	X				
	Can your product prorate administrative (base charges) and consumption charges per day based on the regular period when:						
5.3.20	a. The bill is for an initial billing period that is greater than zero or less than the normal billing period?	3	X				
5.3.21	b. The bill is for a final billing period that is greater than zero or less than the normal billing period?	3	X				
	Does your product provide on-line access and viewing of the Service Charges for a specific size meter as follows:						
5.3.22	a. Applicable rate information?	3	X				
5.3.23	b. Service charge (base fee) information?	3	X				
5.3.24	c. Special charges?	3	X				
5.3.25	Does your product prorate charges based on the effective date of the rate (e.g., if a customer is read on the 10th of each month, calculate from the 11th to the 30th at the old rate and calculate the 1st through the 10th at the new rate)?	3	X				
5.3.26	Does your product automatically bill fees linked to a Service Order code when the Service Order is closed out?	3	X				
5.3.27	Does your product track the rate effective for a particular service at any point in time?	3	X				
5.3.28	Does your product provide the ability to look up rate and charge calculation information on-line for a particular Premises?	3	X				
5.3.29	Can your product establish or modify rates that are based on a percentage change (plus or minus) calculated on an existing rate table?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
	Can your product support rate modeling using actual or simulated consumption data to perform:						
5.3.30	a. Revenue analysis and comparison?	1	X				5.3.30
5.3.31	b. Bill frequency analysis (e.g., monthly vs. quarterly billing)?	1	X				5.3.31
5.3.32	c. Rate modeling and comparison?	1	X				5.3.32
5.3.33	d. Budget estimates?	1	X				5.3.33
5.3.34	e. Revenue forecasting?	1	X				5.3.34
5.3.35	f. Retroactive rate change tests?	1	X				
5.3.36	g. Rate simulation at the account level?	1	X				
5.3.37	h. Service Type rate simulation?	1	X				
5.3.38	Can your product analyze revenue or revenue projections by any simulated rate or rate component for tiered rates?	1	X				5.3.38
5.3.39	Can your product calculate discounted rates or fees by percentage factors based on user-defined criteria?	1	X				
5.3.40	Does your product have the ability to develop and implement water budget based and tiered rate structures using customer-level data and parcel-level data (e.g. customer class, historical usage patterns, number of residents/employees, number of units, manufacturing processes used in an industry, business capacity, landscape area, temperature history).	3	X				
	d. Bill Printing						
	Does your product have the ability to print the following on the customer bill:						
5.4.1	a. Previous balance?	3	X				
5.4.2	b. Multiple payment amounts?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.4.3	c. Payment dates?	3	X				
5.4.4	d. Past due amounts?	3	X				
5.4.5	e. Adjustments?	3	X				
5.4.6	f. Current charges?	3	X				
5.4.7	Does your product include installment arrangements as line items on the utility bill including due date for that item and a total balance due?	3	X				
5.4.8	Does your product include all outstanding charges resulting from services performed during the billing period as line items on the bill?	3	X				
5.4.9	Does your product allow a user to reprint any previous bill for a customer?	2	X				
5.4.10	Does your product allow a user to reprint a bill with corrected customer information?	3	X				
	Does your product include the following information as individual line item components on the bill:						
5.4.11	a. Description of service?	3	X				
5.4.12	b. Associated charges?	3	X				
5.4.13	c. Individual components of charges (e.g., size and number of trash containers, number of collection/pickup days, bin rental, etc)?	3	X				
5.4.14	d. Credits or debits?	3	X				
5.4.15	e. Deposits on account?	3	X				
5.4.16	f. Previous meter reading for consumption?	3	X				
5.4.17	g. Current meter reading for consumption?	3	X				
5.4.18	h. Meter change information?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.4.19	i. Delinquent cut-off (with and without a reconnect prior to new bill)?	2	X				
5.4.20	j. Customer average daily consumption?	3	X				
5.4.21	k. City average daily consumption?	2	X				
5.4.22	Does your product provide the ability to consolidate and print bills for multiple locations onto a single bill print (multiple pages if necessary) with services and associated charges itemized by location?	2	X				
	Does your product have the ability to print different bill messages during a single billing run based upon the following:						
5.4.23	a. By individual account?	2	X				
5.4.24	b. By reading/billing cycle or route?	2			X		5.4.24
5.4.25	c. By customer account status?	3			X		5.4.25
5.4.26	d. By Premises Type?	2			X		5.4.26
5.4.27	e. By Service Type?	3			X		5.4.27
5.4.28	f. By geographic location?	2			X		5.4.28
5.4.29	g. By bill type?	3			X		5.4.39
5.4.30	h. By user defined field/code?	2			X		5.4.30
5.4.31	Does your product print Post Office Standard Bar Coding on the bills?	3	X				5.4.31
5.4.32	Does your product print a message to indicate cash only customer on the bill stub?	2	X				5.4.32
	Does your product print the consumption for the billing period and the prior user defined billing periods on the bill using multiple formats:						
5.4.33	a. Numbers?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.4.34	b. Graphs?	2	X				
5.4.35	Does your product bill daily for those meter readings that have successfully passed edits, including those read today and those corrected from previous edits?	3	X				
	Does your product sort and print bills in bill grouping codes (bill grouping codes are used to group accounts for special handling purposes):						
5.4.36	a. In the USA by nine digit zip codes?	3	X				5.4.36
5.4.37	b. Delivery point codes for bar coding?	3	X				5.4.37
5.4.38	c. Foreign postal codes?	3	X				5.4.38
5.4.39	d. Large volume bills (e.g., those exceeding five pages)?	3	X				5.4.39
5.4.40	e. User define grouping code?	3	X				
5.4.41	Can your product print bills for a third party address on the account?	2	X				
5.4.42	Does your product print scanner compatible font (OCR), bill amount and account number on the bill stub?	3	X				
5.4.43	Does your product calculate and print a check digit as part of the OCR scan line on the bill stub?	3	X				
5.4.44	Does your product have the ability to produce a bill extract file (e.g., disk or electronic) for a third party printing service?	3	X				
5.4.45	Does your product allow the user with proper security to modify bill formats as desired?	3	X				
	If multiple bill formats are provided does your product allow the user to specify at the following levels the bill format the customer would receive:						
5.4.46	a. Account Classification?	2	X				
5.4.47	b. Service Type?	1	X				
5.4.48	c. Premises Type?	1	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.4.49	Does your product print multiple copies of the bill as needed for specified accounts?	2	X				
5.4.50	Does your product identify on the printed bill the type of meter reading (e.g., actual or estimated readings)?	3	X				
5.4.51	Does your product provide the ability to view on line an image of the last bill?	3	X				
5.4.52	Does your product provide the ability to view images of prior bills?	2	X				
5.4.53	Does your product provide the ability to place a bill on hold (not print) for a user-defined amount of time for research?	2	X				
5.4.54	Does your product allow a bill to be automatically added to the next nightly bill run if a hold has been released?	3	X				
5.4.55	Does your product have the ability to print watermark images on a bill?	1	X				5.4.55
5.4.56	Does your product create invoices online for one-time charges?	3	X				
5.4.57	Does your product generate memo or duplicate bills?	3	X				
5.4.58	Does your product print installment notices for customers with installment arrangements?	2	X				
5.4.59	Does your product produce large print bills for sight-impaired customers?	2	X				5.4.59
5.4.60	Does your product print bills in a specified language other than English?	1	X				5.4.60
5.4.61	Can your product fax bills to customers?	1			X		5.4.61
5.4.62	Does your product present an electronic bill (E-bill) available via the Internet?	3	X				
5.4.63	Does your product designate bills to print at the front or rear of the batch?	2	X				
5.4.64	Does your product contain a CASS Certification feature for mailing address validation?	3			X		5.4.64
5.4.65	Does your product report address and zip codes that fail CASS Certification?	3			X		5.4.65

Ref #	Requirement Description	Priority	A	B	C	D	REF
5.4.66	Does your product print a barcode on the bill?	3	X				5.4.66
	6. Payment Processing						
	a. Cashiering						
	<i>The required functionality (Priority 3 items) is mandatory through an interface with the version of iNovah currently in use at Long Beach (currently version 2.1).</i>						
6.1.1	Does your product interface with the commercially available (COTS) online cashiering system known as iNovah (version 2.1 or greater)?	3			X		6.1.1
6.1.2	Does your product contain a module for online payment processing?	2	X				
	Does your product accept payments from a third party payment source such as:						
6.1.3	a. Bank lockbox?	3	X				
6.1.4	b. ACH standards?	3	X				
6.1.5	c. IVR?	3	X				
6.1.6	d. Web site?	3	X				
6.1.7	e. Electronic check?	3	X				
6.1.8	f. Credit/Debit card vendor?	3	X				
6.1.9	g. Bancotec Remittance Processor?	3	X				
6.1.10	h. APS (American payment systems) payment stations throughout Long Beach)?	3	X				
6.1.11	i. Batch payments from a collection agency?	3	X				
6.1.12	For the in house processing of a payment on an account (walk-in customer) that has been sent to the collection agency, does your product calculate a user defined collection fee (currently 17.9%) and add that to the amount due from the customer?	2			X		6.1.12

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Ref #	Requirement Description	Priority	A	B	C	D	REF
6.1.13	Does your product support the iNovah systems ability to process payments on the Cash Receipting PC Workstation in the event of network failure?	3			X		6.1.13
6.1.14	In the above situation, does your product support the process whereby the payments (processed off-line) stored in the local PC transmitted to the CIS application for posting when then network connection is restored?	3			X		6.1.13
6.1.15	Does your product process all payments, regardless of tender type, online and in real time?	3	X				
6.1.16	Does your product process point of sale transactions for non-service related commodities (e.g., meters, water filters, garbage bags)?	3	X				
	Does your product process and track payments for the following tender types:						
6.1.17	a. Cash?	3	X				
6.1.18	b. Credit cards?	3	X				
6.1.19	c. Debit cards?	3	X				
6.1.20	d. Checks?	3	X				
6.1.21	e. Travelers Checks?	3	X				
6.1.22	f. Money Orders?	3	X				
6.1.23	g. EFT?	3	X				
6.1.24	h. Bank Drafts (including EZpay)?	3	X				
6.1.25	Does your product allow a user to edit/change a tender type of a processed transaction without changing any other details of the payment?	3	X				
6.1.26	Does your product process lock box payment receipts as available and update CIS on a 24 x 7 basis?	2	X				
6.1.27	Does your product track and distribute cash receipts to multiple general ledger cash accounts?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
6.1.28	For a single payment, does your product ensure that the total amount distributed equals the total amount collected?	3	X				
6.1.29	Can your product distribute a single payment to multiple billed line items as defined by an algorithm (i.e., setting priority/distribution rules) for a single account?	3	X				
6.1.30	Can your product distribute and post a single payment to multiple accounts?	3	X				
6.1.31	Prior to the closing of the business day, can a user (with proper security) reverse any portion of a single payment that had been distributed to multiple line items or accounts in error and allow the user the opportunity to reapply that portion of the payment?	3	X				
6.1.32	Does your product accept and record a sequential receipt number and specific identifier for the source of payment (through iNovah interface)?	3			X		6.1.32
6.1.33	Does your product have the ability to user define G/L account distribution for all types of transactions?	3	X				
6.1.34	In the above situation does your product support a 50 alphanumeric general ledger account number?	3	X				
6.1.35	Does your product validate all general ledger account numbers that may be entered manually against a valid G/L account table?	3	X				6.1.35
6.1.36	Does your product allow the user (with proper security) to perform online changes of general ledger account numbers?	3	X				
6.1.37	Does your product post payments to a Holding Account (CLB's 98 account) when such payments are deemed unidentified (e.g., invalid account number or customer name)?	3	X				6.1.37
6.1.38	Does your product automatically apply short or over payments to individual line items based on user assigned priorities, with manual override ability?	3	X				
6.1.39	Does your product interface with a PC workstation for payment processing?	3	X				
	Does your product retrieve an image of a check through an interface to:						
6.1.40	a. iNovah?	2			X		6.1.40
6.1.41	b. Remittance processor	2			X		6.1.40
	Through your product's interface to the iNovah Cash receipting product, can a user, from the iNovah product's cash receipting screen, inquire on a account utilizing the following key fields:						

Ref #	Requirement Description	Priority	A	B	C	D	REF
6.1.42	a. Customer name?	3	X				
6.1.43	b. Account number or customer number?	3	X				
6.1.44	c. Service Location (address)?	3	X				
6.1.45	d. Driver's license/legal ID number?	2	X				
6.1.46	e. Phone number?	2	X				
6.1.47	f. Mailing address?	2	X				
6.1.48	g. Old Legacy System Account Number?	3			X		6.1.48
6.1.49	h. A unique payment or bill amount?	2	X				
6.1.50	Does your product allow a cashier to enter a single payment, which is composed of multiple tender types (e.g., credit card, cash, check, cashier's check, credit/debit (check) card, or money order)?	3	X				
	Can your product receive and store electronic authorization of payments (from an outside source) for:						
6.1.51	a. Checks?	1	X				
6.1.52	b. Debit cards?	3	X				
6.1.53	c. Credit cards?	3	X				
	Does your product provide the customer the option to participate in a voluntary contribution program and do the following:						
6.1.54	a. Automatically add a predetermined amount to the customer's monthly bill each month?	1	X				
6.1.55	b. Automatically apply any overpayment of a specific user defined amount to a voluntary contributory account?	1			X		6.1.55
6.1.56	Does your product record and maintain payment check numbers?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
6.1.57	Does your product record and maintain (in a secured field) credit card number and date of expiration for the purpose of an authorized automatic monthly payment (debit draft)?	1	X				
6.1.58	Does your product record and maintain (in a secured field) bank routing number and account number for the purpose of an authorized automatic (based on billing due date) payment (debit draft)?	3	X				
6.1.59	Does your product process automatic credit card payments based on billing due date?	1	X				
6.1.60	Can your product effective date (with proper security clearance) a payment transaction for reconciliation purposes?	2	X				
6.1.61	Does your product provide the ability to print a daily summary of cash receipts by user defined classification codes and tender types?	3	X				
6.1.62	Does your product provide the ability to print a daily summary of cash receipts by user defined tender types?	3	X				
6.1.63	Does your product allow user with proper security to search, retrieve, and edit payment transactions?	3	X				
	Does your product allow user to search payment transaction history by the following:						
6.1.64	a. Cashier ID?	2	X				
6.1.65	b. Receipt number?	3	X				
6.1.66	c. Transaction amount?	3	X				
6.1.67	d. Transaction date?	3	X				
6.1.68	e. Transaction time?	3			X		6.1.68
6.1.69	f. Branch office?	2	X				
	Does your product provide a daily detailed listing of all payment transactions posted by the following:						
6.1.70	a. Customer account number?	3	X				
6.1.71	b. Utility charge type?	3			X		6.1.71

Ref #	Requirement Description	Priority	A	B	C	D	REF
6.1.72	Does your product require that the payment amount applied to an account is equal to the check amount if the tender type is "check"?	3	X				
	b. Electronic Payments						
	Can your product process the following types of electronic payment related transactions:						
6.2.1	a. Debit customer account at banking institution (e.g., Link2gov)?	3	X				
6.2.2	b. Identify account for regular EFT processing?	3	X				
6.2.3	c. Override EFT flag/processing on demand?	3	X				
6.2.4	d. Establish and maintain (in a secured field) required information for EFT payment program (e.g., routing and DDA numbers)?	3	X				
6.2.5	e. Pass EFT transaction information to the bank and notify the customer with the date and amount of the EFT transaction on the printed bill?	3	X				
	Can your product automatically draft customer payments through:						
6.2.6	a. Checking account?	3	X				
6.2.7	b. Savings account?	2	X				
6.2.8	c. Credit card?	2	X				
	Does your product Pre-notify automatic draft customers from the following fund sources:						
6.2.9	a. Checking account?	3				X	
6.2.10	b. Savings account?	2				X	
6.2.11	c. Credit card?	2				X	

Ref #	Requirement Description	Priority	A	B	C	D	REF
	7. Accounting						
7.1.1	Does your product allow a user to adjust accounts in bankruptcy status?	3	X				
7.1.2	Does your product record and display an adjustment reason type or code for each adjustment transaction?	3	X				
7.1.3	Does your product record and display the user ID associated with each adjustment transaction?	3	X				
7.1.4	When viewing an account transaction summary does your product provide drill down functions for the billing, payment or adjustment detail associated with a particular transaction?	3	X				
7.1.5	Does your product clearly display financial transactions as either debits or credits?	3	X				
7.1.6	Does your product allow the user to view online all adjustments entered for a user defined time frame?	3	X				
7.1.7	Does your product record and post all CIS internal financial transactions (e.g., payments, adjustments, etc.) online/real-time?	3	X				
	Does your product have a detailed transaction log of each online or batch entry for the following:						
7.1.8	a. Workstation ID?	2				X	7.1.8
7.1.9	b. Source/Operator ID?	3	X				
7.1.10	c. Transaction date?	3	X				
7.1.11	d. Transaction entry time?	2	X				
7.1.12	e. Transaction ID?	2	X				
7.1.13	f. Transaction type?	3	X				
7.1.14	g. Amount?	3	X				
7.1.15	h. Customer Account number?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
7.1.16	Does your product allow a user (with proper security) to do online adjustments?	3	X				
7.1.17	Does your product use the billing date as the aging date for all accounts receivable reports?	3	X				
7.1.18	Does your product automatically apply an undistributed credit against the oldest aged item?	3	X				
7.1.19	Does your product automatically distribute credits resulting from overpayments or adjustments according to user defined priorities?	3	X				
7.1.20	When viewing an account transaction summary, does your product display all billing payment and adjustment detail associated with an account?	3	X				
7.1.21	Does your product allow a user to transfer the balance on a closed account to another account?	3	X				
7.1.22	Does your product generate an electronic refund file (i.e., Accounts Payable Interface) for customers that have a closed account with a credit balance?	3	X				
7.1.23	Does your product require an offsetting transaction for adjustment types that are transferring either payments or balances between accounts?	3	X				
7.1.24	Does your product have user-defined workflow for approval of adjustments?	1	X				
7.1.25	Does your product provide a standard interface to the FAMIS Financial System (currently using version 5.1)?	3			X		7.1.25
8. Credit and Collections							
8.1.1	Can your product automatically record (upon the entry of a Returned Item) a payment reversal and track the number of Returned Items that have been processed for an account during a specified period of time?	3	X				
8.1.2	Can your product "flag" (i.e., identify to the user/cashier) an account that has a current outstanding Returned Item?	3	X				
8.1.3	Does your product automatically "flag" an account that has had a credit card charge back processed for any past payments?	3	X				
8.1.4	Does your product require cash, certified funds or credit card as the only method of payment for the satisfaction of a Returned Item received on an account?	3	X				
8.1.5	Does your product require cash or certified funds for the payment satisfaction of a credit card charge back?	3	X				
8.1.6	Does your product automatically add a user specified Returned Item Fee to the customer's account balance as a line item transaction readily identifiable on-line to the user?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
8.1.7	Does your product have the ability to “flag” (i.e., identify to a user/cashier) an account that has had three Returned Items in a user specified period of time (e.g., 12 months) and indicate to a user that the account is now “Cash Only” (i.e., requires certified funds)?	3	X				
8.1.8	Does your product have the ability to automatically remove the “Cash Only” status from an account after a user specified period of time (e.g., 12 months)?	1	X				
8.1.9	Does your product allow a user to manually flag an account as “Cash Only” status as needed?	3	X				
8.1.10	Does your product allow a user (with proper security) to manually flag an account as “Stopped” and requires user intervention before any payment or adjustment can be processed on that account?	2	X				8.1.10
8.1.11	Does your product allow a user (with proper security) to manually remove the “Cash Only” status from an account as needed?	3	X				
8.1.12	Does your product have the ability to “flag” (i.e., to a user/cashier) an account where credit cards should not be accepted?	3	X				
8.1.13	Does your product have the ability to display current (i.e., up to that point in time) transactions for accounts that have a particular status (e.g., scheduled for turn-off, in collections, etc)?	1	X				
8.1.14	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user specified minimum balance (currently \$25.00)?	3			X		8.1.14
8.1.15	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user defined flag (e.g., credit hold)?	3	X				
8.1.16	Can your product automatically bill delinquent fees (flat fees and/or a percentage of the balance based on an account’s service district and Premises Type) each time a new delinquency status is assigned to an account?	3	X				
8.1.17	Can your product charge delinquent master-metered accounts for Pre-termination notifications fees and other associated late fees based on the number of Units rather than amount due?	1	X				
8.1.18	Can your product charge delinquent master-metered accounts for a reconnection fee based on an initial fee plus an additional charge for each apartment/unit?	3	X				
8.1.19	Can your product automatically adjust customer accounts and General Ledger accounts to reflect batch “write-off” of accounts receivable of a particular age or delinquency status?	3	X				
8.1.20	Can your product track, by account, the number of delinquent payments for a given period?	3	X				
8.1.21	Can your product track, by customer, the number of delinquent payments for a given period?	3	X				
8.1.22	Can your product automatically change a delinquent turn-off service status to either a “Requested Off” status or to an active status (with the posting of appropriate turn-on fees) when a customer pays the balance due on a delinquent turn-off account?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
	b. Internal Collection Processing						
8.2.1	Does your product track and maintain account information for accounts that have been cut for non-payment?	3	X				
8.2.2	Does your product track the most recent non-payment cut-off date for an account?	3	X				
	Does your product provide the ability to display payment information at the:						
8.2.3	a. Customer level?	3	X				
8.2.4	b. Account level?	3	X				
8.2.5	Does your product provide a status flag or code at the account level that reflects the current status of the account (e.g., past-due, cut for non-pay, referred to collection agency, cash only)?	3	X				
8.2.6	Does your product automatically update the status flag or code when a past-due account enters the collection process?	3	X				
	Does your product automatically generate a Service Order to cut service when:						
8.2.7	a. Payment is past due?	3	X				
8.2.8	b. Returned Item restitution date is past due?	3	X				
8.2.9	c. Payment arrangement date is past due?	3	X				
8.2.10	Does your product provide a user (with proper security) the ability to exclude certain accounts from the "cut off for non-payment process"?	3	X				
8.2.11	Does your product have the ability to default what services are included on a cut-off Service Order by Service Types (e.g., water, wastewater, reclaimed)?	3	X				
8.2.12	Does your product have the ability to update account (collection) status by user-defined events or triggers?	3	X				
8.2.13	Does your product track and maintain historical data on outstanding account balance (bad debt) indefinitely?	3	X				
8.2.14	Does your product automatically cancel a pending "turn-off" Service Order for a delinquent account if the full delinquent amount is paid?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
8.2.15	Does your product automatically generate a Returned Item letter once the Returned Item charge is assessed on the account?	3			X		8.2.15
8.2.16	Does your product automatically assign a cut-off date to the account once a Returned Item transaction is entered?	3	X				8.2.16
8.2.17	Does your product provide a user (with proper security) with the ability to manually override the account status flag or code (e.g., cash only)?	3	X				
8.2.18	Does your product automatically assess a late fee when bill due date has passed, base on user-defined criteria?	3	X				
8.2.19	Does your product allow the user to set-up payment arrangement agreements on past due balances?	3	X				
	Does your product have the ability for a user to configure or establish a payment arrangement based on:						
8.2.20	a. Percentage of the outstanding bill?	3	X				
8.2.21	b. Fixed dollar amount?	3	X				
8.2.22	c. Specific line item(s) on the bill?	2				X	8.2.22
8.2.23	Does your product automatically calculate payment arrangement terms based on parameters (e.g., amount due in dollars and duration of the arrangements in weeks)?	3	X				
8.2.24	Does your product have the ability to include a monthly payment arrangement on the monthly bill?	3	X				
8.2.25	Does your product have the ability to generate payment coupons for a payment arrangement?	2			X		8.2.25
8.2.26	Does your product have the ability to maintain all payment arrangement history on an account?	3	X				
8.2.27	Does your product have the ability to indicate when a payment arrangement has not been satisfied by the specified due date?	3	X				
8.2.28	Does your product have the ability to create and track a promissory note?	3	X				
8.2.29	Does your product have the ability to generate payment coupons for a promissory note?	3			X		8.2.29
8.2.30	Does your product have the ability to include the promissory note payment amount on a monthly bill?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
8.2.31	Does your product report on any customer account that has been exempted from the collection process?	3	X				8.2.31
8.2.32	Does your product allow changes to a payment arrangement once it has been established?	3	X				
8.2.33	Does your product establish and automatically update a customer's credit rating (maintained internally in the CIS Solution) based on CIS produced collection events?	3	X				
8.2.34	Does your product automatically identify all delinquent accounts in the collection process that qualify for lien filing(s)?	2			X		8.2.34
	Does your product track the lien status for a particular:						
8.2.35	a. Account	2	X				
8.2.36	b. Premises/service address	2	X				
8.2.37	Does your product provide the user the ability to determine the combination of collection events that affect credit rating scores within the CIS Solution?	3	X				
8.2.38	Can your product display CIS generated credit ratings on a customer?	3	X				
8.2.39	Does your product transfer customer name, address, contact and correspondence information to an electronic file, based on user defined criteria, for collection agency or agencies?	3	X				
8.2.40	Does your product provide an electronic update file to the collection agency concerning accounts (that have been sent to them for collection and the customers have made payments directly to the utility)?	3	X				
8.2.41	Does your product provide the user the ability to exclude accounts with user-defined criteria (e.g., bankruptcy, life support) from the collection process?	3	X				
8.2.42	Does your product accept and process Returned Item information provided in an electronic file from a financial institution?	3			X		8.2.42
8.2.43	Does your product have the ability to identify accounts and associated balances that qualify for "write-off"?	3	X				
8.2.44	Does your product provide an automated "write-off" process whereby accounts and customers are flagged or identified as having had a "write-off" applied to them?	3	X				
8.2.45	For accounts where liens have been processed, does your product have the ability to calculate, at the time of payment, a user defined interest fee based on the amount of the lien and the duration of the lien?	2			X		8.2.45

Ref #	Requirement Description	Priority	A	B	C	D	REF
c. Bankruptcies							
8.3.1	Does your product track and maintain bankruptcy information for both the customer and account?	3	X				
8.3.2	Does your product calculate the balance due on pre-petitioned (bankruptcy) item charges?	3	X				
8.3.3	Does your product suspend billing and collection activity for pre-petition (bankruptcy) charges?	3	X				
8.3.4	Does your product allow a user to specify that certain types of charges (e.g., utility user tax) are exempt from bankruptcy protection?	3	X				
9. Interfaces							
a. Accounts Payable							
9.1.1	Does your product create, process, and print refund checks within the CIS application (without the use of any interfaced external accounts payable system)?	2				X	
9.1.2	Does your product create and export a file for accounts payable refund checks on closed accounts?	2			X		9.1.2
9.1.3	Does your product interface to FAMIS version 5.1 for the purposes of processing refund checks for closed accounts?	3			X		9.1.3
b. General Ledger							
9.2.1	Does your product interface to FAMIS version 5.1 for the purposes of processing General Ledger transactions on the accrual basis of accounting (Error! Reference source not found.)?	3			X		9.2.1
9.2.2	Does your product support the full 50 character GL account number format used by FAMIS for each transaction without the use of any external abbreviated "cross walk" table?	3	X				
9.2.3	Does your product allow the user to define the valid GL transaction codes associated with each and every particular transaction type?	3	X				
9.2.4	Does your product provide a source ID for all transactions sent to the GL interface?	3	X				
9.2.5	Does your product support a summary level (single transaction to the lowest accounting code) GL interface for FAMIS version 5.1?	3	X				
9.2.6	Does your product allow easy change in the fields that direct the general ledger interface	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.2.7	Does your product automatically apply allowance on charges on accounts in a predetermined hierarchy that will be subsequently interfaced to the financial system?	2	X				
c. Utility “Project” Billing interface from FAMIS							
9.3.1	Does your product have the ability to extract/load labor cost information and material cost information (associated with a utility project) from FAMIS for the purposes of generating a line item detailed bill for the customer?	3			X		9.3.1
d. IVR Customer Service and WEB payments (Teleworks)							
<i>Note: CLB has CISCO IPCC currently installed and in use by most business areas.</i>							
Does your product access customer information based on the following key fields provided by the IVR System through a real time interface:							
9.4.1	a. Telephone number?	2			X		9.4.1
9.4.2	b. Social Security number/Driver’s License number/other ID number?	3			X		9.4.2
9.4.3	c. Account number?	3			X		9.4.3
9.4.4	Does your product maintain a record of every customer’s credit card/electronic check payment attempt via IVR (regardless of the final status)?	3	X				
9.4.5	Does your product, through an IVR interface, perform automated outbound courtesy calls for customer notification (e.g., planned outage, boil water notice, due to delinquency status, etc)?	2			X		9.4.5
9.4.6	Does your product allow a customer to access their utility account information via IVR access?	3			X		9.4.6
9.4.7	Does your product allow a customer to schedule a “turn-off” and close their account through the IVR?	2			X		9.4.7
9.4.8	Does your product allow a customer to schedule a “gas pilot light” service order through the IVR?	2			X		9.4.8
9.4.9	Does your product allow a customer to add, change or cancel an “EZpay” arrangement?	2			X		9.4.9
9.4.10	Does your product allow a customer to schedule a special refuse pickup through the IVR?	2			X		9.4.10
9.4.11	Does your product allow a customer to report missing trash containers through the IVR?	2			X		9.4.11

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.1.12	Does your product allow a customer to report a missed pickup for trash service through the IVR?	2			X		9.4.12
9.4.13	Does your product allow a customer to enroll in the “level pay” program through the IVR given the account meets certain qualifications setup in CIS?	2			X		9.4.13
e. Collection Agency							
9.5.1	Does your product produce an export file for the collection agency using a fixed length record format?	3			X		9.5.1
9.5.2	Can your product accept an import file from a collection agency and automatically match and update accounts accordingly?	3			X		9.5.2
	Does your product produce a collection agency file that includes the following data:						
9.5.3	a. Customer Name?	3	X				9.5.3
9.5.4	b. Co-applicant/guarantor?	3	X				
9.5.5	c. Customer Mailing Address?	3	X				
9.5.6	d. Account number?	3	X				
9.5.7	e. Account Balance?	3	X				
9.5.8	f. Customer phone numbers?	3	X				
9.5.9	Does your product produce a collection agency extract file in the format and with data elements identified in Error! Reference source not found. ?	3	X				9.5.9
9.5.10	Does your product produce a collection agency extract file in an XML format?	2	X				9.5.9
9.5.11	Does your product produce a collection agency extract file in a comma delimited format?	2	X				9.5.9
9.5.12	Does your product accept a collection agency import file in the format and with the data elements indicated in Error! Reference source not found. ?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.5.13	Upon receipt of the aforementioned collection agency import file does your product automatically post any associated payments with today's date as the transaction date, but date that the collection agency actually received the payment as the "effective payment date?"	3	X				9.5.13
9.5.14	Does your product provide an automated process to reconcile accounts and account balances for all collection agency accounts (i.e., collection agency account data compared to CIS account data)?	2	X				
	f. Mobile Data						
9.6.1	Is your product currently in production at a site that utilizes the application in a wireless environment for Service Order processing?	2	X				
	g. Meter Reading						
9.7.1	Does your product support a standard interface with ITRON's MV-RS meter reading software?	3	X				
9.7.2	Does your product allow the creation of an interface file that requests meters to be read based on the reading method used for each meter (i.e. AMR, Manual)?	3	X				
9.7.3	Does your product download customer/Premises information, such as, service address, special messages, meter location, prior reading, meter and sequence number(s)?	3	X				
9.7.4	Does your product allow a user to manually enter the meter readings (not uploaded from Itron)?	3	X				
9.7.5	Does your product set variance parameters, such as the percentage for high and low consumption from the previous 12-month average?	3	X				
9.7.6	For the service Premises, does your product provide the ability to display free form text (reader comments) uploaded from the meter reader's handhelds?	3	X				
9.7.7	For the service Premises, does your product display trouble, hazard, location and other types of codes (e.g., broken meter, box or lid, cannot read or locate) uploaded from the meter reader's handheld?	3	X				
9.7.8	Does your product download meter reading information in accordance with the file specifications provided by ITRON for MV-RS v7.10?	3			X		9.7.8
9.7.9	Does your product provide the ability to upload meter reading information in accordance with the file specifications provided by ITRON for MV-RS v7.10?	3			X		9.7.9
	h. AMR						
9.8.1	Does your product download/upload meter reading information in a format supported by current AMR fixed network products?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.8.2	Does your product download daily meter reading from the Mercury telemetry system (done via modem dialup)?	3			X		9.8.2
i. Credit Information							
9.9.1	Does your product currently create and send a new customer ("new turn-on") information file to Equifax?	3			X		9.9.1
Concerning the above question does your product send the following information							
9.9.2	a. Customer name?	3	X				
9.9.3	b. Customer new service address?	3	X				
9.9.4	c. Social Security number?	3	X				
j. Credit Card							
9.10.1	Does your product interface with iNovah system to process credit/debit card payments in CIS that includes the payment amount, tender type, authorization number, transaction date, and receipt number?	3			X		9.10.1
9.10.2	Does your product interface with third party credit card processor to process credit/debit card payments in CIS that includes the payment amount, tender type, authorization number, transaction date, and receipt number?	3			X		9.10.2
9.10.3	Does your product store the authorization result for each credit card payment request?	3	X				
9.10.4	Does your product automatically process reoccurring credit/debit card payments for monthly utility bills where the customer has enrolled and authorized such a payment method?	2	X				
9.10.5	Is your product PCI compliant?	3	X				9.10.5
k. Microsoft Office (Versions 2000 through 2007)							
9.11.1	Does your product create name and address mail merge files for use with stored letter templates created in Microsoft Word?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.11.2	Does your product trigger the mail merge process based on user-defined events?	2	X				
	Does your product export data to the following Microsoft Office Suite of applications:						
9.11.3	a. Word?	3	X				
9.11.4	b. Excel?	3	X				
9.11.5	c. Outlook?	1			X		9.11.5
9.11.6	d. Access?	2	X				
	Does your product import data from the following Microsoft Office Suite of applications:						
9.11.7	a. Word?	2				X	
9.11.8	b. Excel?	3	X				
9.11.9	c. Outlook?	1				X	
9.11.10	d. Access?	2				X	
9.11.11	Does your product interface with Lotus Notes and Domino (SMTP) for data export?	2				X	
9.11.12	Does your product interface with Lotus Notes and Domino (SMTP) for data import?	2				X	
9.11.13	Does your product provide a one-step integration process for attaching information from a scanner or a camera to the customer, account, or premises record?	2	X				
	I. GIS						
	<i>Consider the following when answering the questions in Section 9.12. Currently CLB has fully developed and populated layers for water and gas infrastructure including the meter (and in the case of water including the backflow prevention device). CLB is currently using the ESRI/ARC GIS product version 9.3 utilizing an ArcSDE Oracle database.</i>						

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.12.1	Can your product using an on-line routine pass data from a CIS database to an Oracle GIS database using Oracle triggers?	1			X		9.12.1
9.12.2	Can your product using an on-line routine pull data from an Oracle GIS database to a CIS Oracle database using Oracle triggers?	1			X		9.12.2
9.12.3	Can your product using an on-line routine pull data from an Oracle GIS database to a CIS database using SQL scripts?	1			X		9.12.3
9.12.4	Can your product using an on-line routine pull data from an Oracle GIS database to a CIS database using text formats such as XML or comma delimited?	3			X		9.12.4
9.12.5	Can your product using an on-line routine pull data from a CIS database to a GIS Oracle database using text formats such as XML or comma delimited?	3			X		9.12.5
9.12.6	Does your product provide ancillary application integration with CIS? Here integration means making function calls to GIS and exchanging input/output data between applications?	2	X				9.12.6
9.12.7	Does your product automatically populate appropriate CIS tables with relevant data such as service street address, route, council district, Parcel ID and other related data as may be required that is obtained through external database sources, including GIS?	3			X		9.12.7
9.12.8	Does your product automatically validate information entered by a user in CIS tables with corresponding data in external tables in GIS (e.g., service street address, route, council district, and Parcel ID) through an interface?	3			X		9.12.8
9.12.9	Does your product provide the ability for an ESRI ArcIMS and/or ArcGIS Server customized application interface integrating data stored in an Oracle GIS database and the CIS database for the user including the ability to view a map of the service location?	3			X		9.12.9
m. Hansen Land Management System							
9.13.1	Does your product provide the ability to capture plumbing inspection date and final building inspection date for a premises via an interface to the Hansen product and record those dates in CIS?	2	X				9.13.1
n. Pay Station							
9.14.1	Does your product import a text file (in the format indicated Error! Reference source not found., Error! Reference source not found.) from CLB Payment Stations for the purposes of process payments in CIS?	3			X		9.14.1

Ref #	Requirement Description	Priority	A	B	C	D	REF
	o. Remittance Processor						
9.15.1	Does your product process a payment text file from CLB's Banctec 9500 remittance processor for the purposes of posting payments in CIS (Error! Reference source not found., Error! Reference source not found.)?	3			X		9.15.1
	p. Debit Draft						
9.16.1	Does your product have the ability to create and export a file in ACH format for debit draft payments to be process by Union Bank of California?	3			X		9.16.1
	q. Computer Telephone Integration						
9.17.1	Does your product create and export a file that contains account number, Parcel ID, phone number and social security/tax ID number associated with each Service Location in CIS?	2			X		9.17.1
9.17.2	Does your product automatically create in CIS a customer contact entry via an interface to CTI (screen pop)?	2	X				
	r. FileNet						
	<i>CLB currently uses LaserFiche Document Image management system. The functionality below must use the LaserFiche document management system for file identification and retrieval.</i>						
9.18.1	Does your product interface with a third party imaged document management system for the purposes of attaching/linking-imaged documents to the customer, account and/or Premises information?	3			X		9.18.1
	Can your product link an imaged document to:						
9.18.2	a. An account?	3	X				
9.18.3	b. A customer?	3	X				
9.18.4	c. A Premises?	3	X				
9.18.5	Does your product retrieve stored imaged documents?	3	X				
9.18.6	Does your product maintain all correspondence related to any account and allow user (via document management interface) to view actual replica of this correspondence (e.g., bad check letters, certification notices, actual bill, stuck meter letters, notice for "no" read, notice of failure to obtain reading, wastewater adjustment letters)?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
9.18.7	Does the product and database support imaging technology?	3				X	
9.18.8	Is your CIS product currently operating at a site where it is integrated with a document management system?	2	X				
9.18.9	Is CIS integration with an imaging system accomplished without third party software?	2	X				
9.18.10	Does your baseline CIS product include document imaging capabilities without the use of an ancillary imaged document management system?	1				X	
	s. Zonar interface - Refuse						
9.19.1	Does your product provide an interface to the Zonar application for the purposes of updating CIS with trouble codes associated with refuse services?	1			X		9.19.1
	t. Snap Prover (gas meters)						
9.20.1	Does your product provide an interface to the Snap Prover product that updates the status of a meter (e.g., retired, repaired, etc) in CIS?	2			X		9.20.1
	u. Address Zip Code Verification						
	Does your product provide CASS certification through:						
9.21.1	a. CIS application itself?	3			X		9.21.1
9.21.2	b. Code 1?	2				X	
9.21.3	c. Business Objects?	1				X	
	10. Reports						
	a. General						
10.1.1	Does your product provide standard reports as a part of the baseline product?	3	X				10.1.1
10.1.2	Does your product provide online or hard copy documentation concerning the operation and execution of standard reports?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
	Does your product provide the ability to generate reports using one of the following report generation tools:						
10.1.3	a. Crystal Reports?	3	X				10.1.3
10.1.4	b. Business Objects?	2	X				
10.1.5	c. Other commercial products?	1				X	
10.1.6	d. Proprietary?	1	X				10.1.6
10.1.7	Does your product allow users to define and save for future use report queries defined by the users?	3	X				10.1.7
10.1.8	Does your product contain a data dictionary that defines available data field descriptions and data formats?	3	X				
10.1.9	Through the use of a query tool, can the user select and/or mark subsets of data for extraction, reporting or analysis (i.e., define a query/extraction of data separate from the report characteristics/format)?	3	X				10.1.9
10.1.10	Can users define date parameters (from and to) for any combination of data to be extracted from the CIS system by use of the query tool?	3				X	10.1.10
10.1.11	Does your reporting product or module have the ability to report from a user-defined environment (e.g., test, production, training)?	3	X				
10.1.12	Does your product produce graphical output of report data? This should include scatter plots, bar charts, histograms and other basic charts that graphically represent the data results of a report.	3	X				10.1.12
10.1.13	Does your product allow the user to direct report output to the screen, any printer, electronic file or document management system?	3	X				10.1.13
	b. Accounting						
	Does your product provide daily, monthly, and annual balancing reports such as:						
10.2.1	a. Summary of adjustments by Service Type?	3			X		10.2.1
10.2.2	b. Detail of all daily transactions by Service Type?	3			X		10.2.2
	Does your product generate a report of all CIS Account Deposits:						

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.2.3	a. Billed by Service Type?	3			X		10.2.3
10.2.4	b. Paid by Service Type?	3			X		10.2.4
10.2.5	c. Refunded by Service Type?	3			X		10.2.5
10.2.6	d. Adjusted by Service Type?	3			X		10.2.6
10.2.7	e. On hand cash deposits?	3			X		10.2.7
10.2.8	f. Applied to A/R?	3			X		10.2.8
10.2.9	g. Transferred?	3			X		10.2.9
10.2.10	Does your product generate and create a 30, 60, and 90- day aging report to sort and print by user-defined criteria?	3			X		10.2.10
10.2.11	Does your product produce a report of consumption and number of customers by customer type and by Service Type?	3			X		10.2.11
10.2.12	Does your product produce a report of consumption and associated incremental charges for all rate tiers?	3			X		10.2.12
	Does your product produce a report of all late charges on accounts which are:						
10.2.13	a. Total Applied to all accounts?	2			X		10.2.13
10.2.14	b. Total Billed to all accounts?	3			X		10.2.14
10.2.15	c. Credit Adjustments to accounts for the month?	3			X		10.2.15
10.2.16	d. Paid on an account?	3			X		10.2.16
10.2.17	Does your product produce a report that lists all customers receiving back-billing including amounts, consumption and service dates?	2			X		10.2.17
10.2.18	Does your product produce a monthly and annual report of new connections (meters installed) by customer class?	2			X		10.2.18

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.2.19	Does your product produce a month end report listing the number of active customers by customer class and Service Type?	3			X		10.2.19
10.2.20	Does your product produce a report, listing customers with special Payment Arrangements by Service Type?	3			X		10.2.20
10.2.21	Does your product produce a report, listing terminated accounts with a balance of less than a user-defined amount, which have a delinquent collection status?	3			X		10.2.21
10.2.22	Does your product produce a daily report listing all transactions related to collection accounts including, payments, adjustments, voided payments, and changes to non-collection status?	3			X		10.2.22
	c. Fiscal						
10.3.1	Does your product identify and report a count of new services by Service Type, by month and cumulative YTD?	3			X		10.3.1
10.3.2	Does your product produce a report for water, wastewater and reclaimed water units billed by customer class/type and meter size?	2			X		10.3.2
10.3.3	Does your product provide a report of summary data for the residential contract haulers to include total tonnage delivered by material code, total dollar value for that tonnage and a grand total of these amounts on a daily, monthly, and fiscal year basis?	2			X		10.3.3
10.3.4	Does your product provide a report for solid waste tonnage and solid waste revenue by material category each month and in total?	2			X		10.3.4
10.3.5	Does your product provide a report of revenue and consumption totaled and averaged by customer class?	2			X		10.3.5
	d. Administration Tools						
	Does your product allow a user to view online a report of:						
10.4.1	a. All file updates, which are made to the database?	3				X	
10.4.2	Does your product include a query tool in its baseline application?	2	X				10.4.2
	Does your report writer include the ability for the user to define the following:						
10.4.3	a. Report format such as column headings and line descriptions?	2	X				10.4.3

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.4.4	b. Line definitions such as mapping of accounts to items on the report?	2	X				10.4.4
10.4.5	c. Summarization such as subtotals on specified fields for account history?	2	X				10.4.5
10.4.6	d. Selectivity such as the ability to choose specific accounts, type of accounts and type of transactions?	2	X				10.4.6
10.4.7	e. Sequencing such that sort fields are not required to print on reports?	2	X				10.4.7
10.4.8	f. Computations based on selected fields or constant values?	2	X				10.4.8
10.4.9	g. The use of computed fields in calculations?	2	X				10.4.9
10.4.10	Does your product allow the user to save report specifications without the need to re-key an entire report?	3	X				10.4.10
10.4.11	Does your product allow the user to duplicate and modify existing reports when creating a new report?	2	X				10.4.11
	Does your product allow the user to define reports using the following criteria:						
10.4.12	a. English-like commands rather than program language?	2	X				10.4.12
10.4.13	b. Menu-driven definitions and parameters?	2	X				10.4.13
10.4.14	c. Command-level language with programming syntax?	1	X				10.4.14
10.4.15	d. Using a graphical user interface	1	X				10.4.15
10.4.16	Does your product terminate a real time report or query if the run time exceeds the user defined parameter?	2	X				10.4.16
10.4.17	Does your product execute reports in a batch mode without shutting down the online application?	3	X				10.4.17
10.4.18	Does your product allow a user to view batch-produced reports online as well as in hard copy form?	3	X				10.4.18
10.4.19	Does your product allow the user to specify the number of copies per report?	3	X				10.4.19

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.4.20	Does your product reprint a report without having to re-execute the query/report?	2	X				10.4.20
	Does your product provide reporting tools that access:						
10.4.21	a. Multiple CIS tables simultaneously?	3	X				10.4.21
10.4.22	b. Multiple non-CIS tables (non-vendor files) simultaneously?	2	X				10.4.22
10.4.23	c. Any combination of CIS and external tables?	2	X				10.4.23
10.4.24	Does your product display an estimated run time message when the query or report is executed?	1				X	
10.4.25	Does your product allow the user to select or define the frequency of batch reports (daily, weekly, monthly, annually)?	3	X				
	Does your product allow the user to cancel reports in the following situations:						
10.4.26	a. Prior to the scheduled report running?	2	X				
10.4.27	b. While the report is running?	3	X				
10.4.28	Does your product have the ability for a scheduled report to also be run upon request?	2	X				
10.4.29	Does your product allow a user to execute a report from one window and still perform online functions in another window?	3	X				
10.4.30	Does your product provide an executive desktop (Dashboard) utilizing existing reports, both historical and real time, to monitor key performance indicators?	2				X	10.4.30
	e. Customer Service						
10.5.1	Does your product print customer contact logs for all contact types per CSR within a user-defined period of time?	3			X		10.5.1

Ref #	Requirement Description	Priority	A	B	C	D	REF
	f. Meter Reading						
10.6.1	Does your product produce a report of any changed or deleted meter readings with user ID of operator who made the change?	3			X		10.6.1
	g. Billing						
10.7.1	Does your product provide a report of all instances of two consecutive estimated readings for each meter and Service Type?	3			X		10.7.1
10.7.2	Does your product provide a list of all accounts that are on "billing hold"?	3			X		10.7.2
10.7.3	Does your product produce a report monthly, quarterly and year-to-date for revenue and consumption by Service Type?	3			X		10.7.3
10.7.4	Does your product generate a revenue and consumption report for all services billed to a particular customer type or class (e.g., other City agencies)?	3			X		10.7.4
10.7.5	Does your product generate a report consumption billed and net revenue after adjustments?	3			X		10.7.5
10.7.6	Does your product generate a consumption report based upon Service Type, and NAICS?	3			X		10.7.6
10.7.7	Does your product produce a monthly report on consumption for residential customers by Premises Type?	3			X		10.7.7
10.7.8	Does your product produce a report for all of the refuse accounts that are billed special charges not related to the standard monthly rates?	3			X		10.7.8
10.7.9	Does your product produce a report of late fees by customer number?	2			X		10.7.9
10.7.10	Does your product provide an exception report listing inactive accounts with consumption on a meter?	3	X				
	Does your product produce a report that lists all meters that have one of the following conditions:						
10.7.11	a. Negative consumption?	3			X		10.7.11
10.7.12	b. High consumption based on user-defined parameters?	3			X		10.7.12
10.7.13	c. Low consumption based on user-defined parameters?	3			X		10.7.13

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.7.14	Does your product produce a report of current and previous rates with effective dates associated with billed charges?	3			X		10.7.14
	h. Payment Processing						
10.8.1	Does your product provide a report, which includes all transactions posted to the account for a prior user-defined period of time?	3			X		10.8.1
10.8.2	Does your product provide a chronological log, by cashier, of all transactions that have been applied to customer accounts for each cashier for the effective cash date and include the total number of transactions?	3	X				
10.8.3	Does your product generate a file of payment transaction totals by ledger account number and provide a supporting report for interface with the financial general ledger system?	3	X				
10.8.4	Does your product provide a settlement report indicating payments received by Service Type?	3			X		10.8.4
10.8.5	Does your product provide a settlement report indicating payments received by tender type?	3			X		10.8.5
	Does your product produce reports providing balancing control totals by tender types which include the following detail:						
10.8.6	a. Time of day?	3			X		10.8.6
10.8.7	b. Payment Location?	3			X		10.8.7
10.8.8	c. Workstation ID number?	3			X		10.8.8
10.8.9	d. User ID?	3			X		10.8.9
10.8.10	e. Service Type?	3			X		10.8.10
10.8.11	f. Customer name?	3			X		10.8.11
10.8.12	g. Account number?	3			X		10.8.12
10.8.13	h. Payment amount?	3			X		10.8.13

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.8.14	Does your product produce a detailed report, which lists all Holding Account activity (payments received that could not be applied to a customers account) with the cumulative balance?	3			X		10.8.14
	i. Field Services						
	Does your product enable a user to query and view on line or in printed form, Service Orders sorted by the following:						
10.9.1	a. Service Order type?	3			X		10.9.1
10.9.2	b. Service Order status?	3			X		10.9.2
10.9.3	c. Service Order creation date?	3			X		10.9.3
10.9.4	d. Service Order scheduled date?	3			X		10.9.4
10.9.5	e. Service Order completion date?	3			X		10.9.5
10.9.6	f. Service Order cycle/route?	3			X		10.9.6
10.9.7	g. Employee ID?	3			X		10.9.7
10.9.8	h. Service Orders by meter number?	3			X		10.9.8
10.9.9	Does your product provide a report that identifies the employee ID, the number of orders worked within a user-specified time period?	3			X		10.9.9
10.9.10	Does your product provide a report of Service Orders by type, which have not been completed within a user-defined time period?	3			X		10.9.10
10.9.11	Does your product provide a report of Service Order statistics from the prior year to be used in projecting workload for the next year?	2			X		10.9.11
	j. Delinquency						
10.10.1	Does your product produce a listing of all accounts by collection status?	3			X		10.10.1
10.10.2	Does your product generate a report listing all accounts that have been referred to a collection agency and showing the date of that referral and the collection status?	3			X		10.10.2

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.10.3	Does your product generate a report of internal collections on delinquent accounts by user ID?	1			X		10.10.3
10.10.4	Does your product generate a report on Returned Items?	3			X		10.10.4
10.10.5	Does your product generate a report of accounts paid or promised to pay by Financial Assistance Agencies?	2			X		10.10.5
10.10.6	Does your product generate a report of all accounts that have been cut off for non-payment in a user defined date range?	3			X		10.10.6
10.10.7	Does your product generate a report of all financial transactions posted to accounts in collection status?	3			X		10.10.7
10.10.8	Does your product provide a report of the customer name, account number and dollar amount for each account that was in the hands of the collection agency?	3			X		10.10.8
k. System Administration							
10.11.1	Does your product produce a report of detailed information concerning records (data elements) changed or deleted and by whom?	3			X		10.11.1
I. Ad hoc reports							
10.12.1	Does your product include an easy to use data dictionary for the purposes of creating ad hoc reports?	3	X				
10.12.2	Does your product have the ability for user-defined parameters (e.g., date ranges, customer types, Service Types) to be utilized for ad hoc reports?	3	X				
10.12.3	Does your product allow a user to view ad hoc reports online as well as in hard copy form?	3	X				
10.12.4	Does your standard product include a real-time query facility?	3	X				
10.12.5	Does your product fully support a third party query/reporting tool?	3	X				
	Does your product enable a user to define queries utilizing:						
10.12.6	a. English-like commands?	2	X				
10.12.7	b. Menu-driven definitions and parameters?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.12.8	c. Command-level language with programming syntax?	1	X				
10.12.9	Does your product provide standard parameter-driven reports?	3	X				
10.12.10	Does your product store user-defined queries for future use?	3	X				
	Does your product's query tool provide the ability to access:						
10.12.11	a. Multiple CIS tables simultaneously?	2	X				
10.12.12	b. Multiple non-CIS files (non-vendor tables) simultaneously?	2	X				
10.12.13	c. A combination of CIS and external files or tables?	2	X				
10.12.14	Does the product have a user oriented reporting tool built in?	3	X				
10.12.15	Does the product provide a set of standard (pre-formatted) report options for the user?	3	X				
	Does your product have a method of easily downloading report data to a PC in any of the following formats?						
10.12.16	a. Excel?	3	X				
10.12.17	b. Word?	3				X	
10.12.18	c. Access?	3	X				
10.12.19	Does your product perform ad hoc queries that display any combination of user-defined criteria that may come from more than one table?	3	X				
10.12.20	Does your product provide the ability to utilize two or more sort levels?	3	X				
10.12.21	Can field totals be provided at each sort level and in grand total?	3	X				
10.12.22	Can accounts totals be provided at each sort level and in grand total?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.12.23	Does your product provide a report listing total receipts by payment source (i.e., branch, lockbox, ACH, credit cards, EFT, etc)?	3	X				
	m. Go-Live Report Requirements						
	Does your product provide the following reports?						
10.13.1	Accounts Receivables Statistics This is the daily accounts receivable statistics report. It shows the amounts received into the system by source codes reflecting billing, collections, bad check, city pay, electronic payments, adjustments, etc. for each utility service. Summary totals and totals are included in the report. This series of reports are grouped by cycles. Cycle is determined by the first two digits of the account number. The final report is where all cycle totals are combined into a single report.	3			X		
10.13.2	Accumulative Sewer Sales Report This report shows the daily Accumulated sewer usage by water line size and bill code. The columns are broken down to show the number of accounts, consumption, metered amount, average, service charge, total and average total. Sewer usage is a calculation based on the amount of water usage.	3			X		
10.13.3	Accumulative Water Sales Report This report shows the daily Accumulated water usage by water line size and bill code. The columns are broken down to show the number of accounts, consumption, metered amount, average, service charge, total and average total.	3			X		
10.13.4	Active Account Aged A/R Summary The City has a Level Pay Plan (LPP) billing ability in the system. This report shows both non - LPP and LPP amounts for all active accounts on an aging basis. The report breaks the amounts out by the Rates used to determine amounts owed per unit of usage. The data is spread in columns in 30 day increments, 1 - 30, 31 - 60, 61 - 90, 90 - 120 and over 120 days since billed and not paid with a Total column for each of the Gas/Water rates. This report is generated in groups, one for each utility with summary totals and a final report showing all the totals for each utility and totals for tax, miscellaneous, and active accounts.	3			X		
10.13.5	Active Accounts With Amounts Over 60 Days Old This reports lists every account with monies owed using the aging ability in 30 day increments and is over 60 days delinquent. The 1 - 30 and 31 - 60 days is also shown to allow a quick view of / if the customer still has service. The columns show account information such as account number, name, address, utilities provided, billed and paid dates.	3			X		
10.13.6	Active Cut Notice Hold Accounts In Account Nbr Sequence Customers who have not paid their utility bills are given approximate 2 months to pay prior to the service being turned off. This report shows customers who have reached the deadline for payments and have been issued a cut notice, but have had the cut put on hold for various reasons and authorized by CLB's Customer Services department. The report lists, account number, customer name, billing and mailing address, PURPA (yes no), Credit hold code and who put it on hold, last billed date, last payment date,	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	refuse/special handling amount, gas and miscellaneous gas amounts, water and miscellaneous water amounts, sewer and DD amounts, use tax amount and total amount. The final page shows a summary of the totals owed for each utility.						
10.13.7	Active Senior/Disabled Citizen Accounts-Not Lpp With Amounts Owing Over 60 Days This report is the same as the UBACTSUM report except it only lists the Senior Citizens with accounts delinquent over 60 days.	3			X		
10.13.8	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency For Month XXXXXX This is a month end report that lists all agency payments made at the City that we owe the agency fees for. It lists the account number, name, type of transaction, date, amount, total of activity for that account and the remaining balance. End of report has counts and total dollars.	3			X		
10.13.9	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency This is a daily report that listing all agency payments made at the City that we owe the agency there fee for each. It lists the account number, name, type of transaction, date, amount, total of activity for that account and the remaining balance. End of report has counts and total dollars.	3			X		
10.13.10	Agency Collection Statistics Report Percent Of Collections By Year Sent This is a monthly statistical report showing percent of total collections versus total monies sent to agency by date sent broken down by sub-system. End of report has counts and total dollars.	3			X		
10.13.11	Agency Collection Statistics Report Percent Of Collections By Debt Year This is a monthly statistical report showing percent of total collections versus total monies sent to agency by year of the debt broken down by sub-system. End of report has counts and total dollars.	3			X		
10.13.12	"AJ" And "CR" Activity Report In Operator Id Sequence Daily listing of all AJ (adjustment) and CR (cancel/re-bill) transactions from CLB's service order database. Report includes transaction code, account number, source code, total money and which service (gas, water, refuse or sewer in operator id sequence. End of report has totals for AJ and CR transaction by operator id.	3			X		
10.13.13	Bad Debt Cash Collection List Agency Accounts Paid To City Daily listing of bad debt accounts who have had payments made here at the city, lists account number, name, source, with payments broken out by service (gas, water, refuse, sewer, tax and special handling) One page for each of these categories, agency accounts paid, agency accounts paid to agency, write-off accounts paid to agency and collections accounts paid to City.	3			X		
10.13.14	Bad Debt List - Amounts \$1000 And Over Monthly listing of new bad debt accounts who have amounts owing over 1K, lists account number, name, service address, bill date with debt amounts broken out by service (gas, water, refuse, sewer, tax and special handling) also total owed. This report includes disclaimer with municipal code and lines for city manager, commercial services and director of financial management signatures.	3			X		
10.13.15	Bad Debt List - Amts More Than \$25 And Less Than \$1000 Monthly listing of new bad debt accounts with amounts owing more than \$25 and less than 1K, lists account number, name, service address, bill date, with debt amounts broken out by service (gas, water,	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	refuse, sewer, tax and special handling) Includes total owed. This report includes disclaimer with municipal code and lines for city manager, commercial services and director of financial management signatures.						
10.13.16	Bad Debt Under \$25 Write Off List Monthly listing of new bad debt accounts who have amounts owing less than \$25, lists account number, name, service address, bill date, with debt amounts broken out by service (gas, water, refuse, sewer, tax and special handling) Includes total owed, these accounts are written off. This report includes disclaimer with municipal code and lines for city manager, commercial services and director of financial management signatures.	3			X		
10.13.17	Bank Cash Report For XX-XX-2008 Daily report of bank cash payments taken directly out of customer's checking accounts, lists application, account number, bank identification numbers, amount, no pay indicator which states not to pay which service. Totaled by application and total dollars.	3			X		
10.13.18	Bank Debit Payments Daily report of journal entry distributions (debit checking account for bill). Report includes account number, customer name, service address, bill date and debit amount, with debit type description.	3			X		
10.13.19	Bill Consolidation Return A Payment List Daily report from Union Bank, showing errors (usually accts not found while trying to post). It lists it original account number the new '98' account number (temp account created when account not found), payee name, transaction code, vendor payment date, batch info and error description.	3			X		
10.13.20	Billing Register Daily report showing all account information for each account billed that day. The report shows account number, customer name, service address, council district, total billed, bill type, bill date, NAICS code, Pre-bill codes, special handling, deposit holds, credit holds, notice date, amount, tax code, prior credit history, bill breakdown by service, payments and customer comments.	3			X		
10.13.21	Closed Accounts With Amounts Over 60 Days Old Daily report of accounts closed with amounts owing over 60 days. Report lists account number, customer name, service address, rates GWSR, use tax code, credit hold flag, turn on date, last bill date, last payment date, amounts owing 1-30 days, 31-60, 61-90, 91-120, GT 120 and total amount owed.	3			X		
10.13.22	Closing Bill Bad Debt Hold Accounts In Account Nbr Sequence Monthly report of all closed accounts in certain credit hold status codes that do not go bad debt because of various reasons, estate, bankruptcy, deceased or small claims. Report includes acct number, name, service and mailing addresses, PURPA (Public Utility Regulatory Policies Act) flag, credit hold code/by, most recent bill date, last payment date, with dollar amount by service GWSR, along with total amount.	3			X		
10.13.23	Collection Agency Payment List Monthly listing of all transactions from collection agency for the prior month, It lists account number, name, status code, date sent to agency, original amount owed, date of trans at agency, transaction type (payment, returned check, return to city), amount, the agency balance after transaction and the city balance. End of report has totals to include total agency and city beginning balance, (counts, total dollars	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	sent,). Same for accounts paid in full at the agency, accounts with payments from agency, returned checks from agency, accounts with no payments, errors in verifying accounts (edits), accounts returned from agency, accounts written off, over 1k, under 1k over \$25 and total agency ending balance. Included is a payment aging summary for the last 12 months.						
10.13.24	Collection Agency Transactions Report Activity Sent To Collection Agency Daily contents of file sent to collection agency. Report lists account number, name, trans date, type (payment, returned check, return to city, adjustments...), original amount, principal amount (after fee) and net payment. Report includes sub-system totals.	3			X		
10.13.25	Collection Agency Transactions Report Employees Not Sent To Collection Agency Monthly report of all new bad debt accounts over \$25 that are NOT being sent to the collection agency because they are City employees which will be collected internally. Report lists, city department, account number, SSN, name/City title, RACF ID, Hire date, birth date, date of debt, home and work phone numbers and amount owed.	3			X		
10.13.26	Collection Agency Transactions Report New Accounts Sent To Collection Agency For Month XXXXXX Monthly report of all new bad debts accounts over \$25 that are being sent to the collection agency. Report lists account number, name, date sent to agency, bad debt date, total amount due, amount less agency fee and agency fee. End of report lists total amounts sent for this month, including total for original amount, adjusted amt (with fee) and total agency fees if all collected. Include to date total count and dollars sent to agency and then total count and dollars still at agency.	3			X		
10.13.27	Collection Agency Validation Errors Monthly report, agency sends monthly all accounts they have, we match them to ours and list any discrepancies. It also includes discrepancies with name and out of balance conditions between what agency states the balance of the account is versus the City's balance. Report lists, account number, name, status code, original amount owed, agency balance, City Balance and error message. End of report has total error counts with agency and City counts and dollars.	3			X		
10.13.28	Collection Agency Write-off List Amounts \$1,000 And Over Monthly listing of bad debt accounts to be written off who had amounts owing over 1K. Report lists, account number, name, account status code, bad debt date, original amount owed, agency balance and City Balance. End of report has totals and space for director of financial management and City manager signatures.	3			X		
10.13.29	Collection Agency Write-Off List Amounts Under \$1,000 Monthly listing of bad debt accounts to be written off who had amounts owing under 1K. Report lists, account number, name, status code, date debt date, original amount owed, agency balance and City Balance. End of report has totals and space for director of financial management and City manager signatures.	3			X		
10.13.30	Coml Meter Audit Delinquency Report Daily report meter audit report. Report includes account number, work code, add date, service address,	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	want date, meter read day, last updated by, days service order late and comments (why not completed).						
10.13.31	Completed Water Meter Install Work Orders Monthly report, water meters installed for month. Report lists, account number, customer name, service address, work order number, job number, install date and receipt number. End of reports shows counts for completed work orders and completed memo work orders completed.	3			X		
10.13.32	Credit Card Report For XX-XX-2008 Daily credit card report from remittance processor. Report lists system, account number, batch/doc/reel/blip codes, amount and on-pay with break and total count/dollars by fund. End of report has grand total.	3			X		
10.13.33	Credit Investigation List Daily credit investigation listing of cutoff's issued/completed and shutoff notices sent. Report lists customer name, delinquency status, date and condition, last payment date, credit hold code and by initials, service status codes for all utilities (GWSR) and account balance.	3			X		
10.13.34	Cut Projection Report Daily cut service order projection report. Report lists day of week (7 day projection starting day of report), cut count, 15 day post property count, number of units, 10 day post property count, for no-payment turn off count.	3			X		
10.13.35	Daily Cash Audit List (AM Transfer) Daily remittance processor cash audit list for transactions. Report lists, batch number, date and file dump. End of report lists grand total counts/dollars, AR fund code, application (UB, Credit Card Adjustments, etc...), cash amount, checks amount, total and transaction count, grand total and Union Banks file trailer with batch totals. Includes transactions from close of business yesterday to today's close of business, 11:30am.	3			X		
10.13.36	Daily Cash Audit List (PM Transfer) Edit run of daily remittance processor cash audit list (edit transactions). Report lists, batch number, date and file dump. End of report lists grand total counts/dollars, AR fund code, application (UB, Credit Card Adjustments, etc...), cash amount, checks amount, total and transaction count, grand total and Union Banks file trailer with batch totals. This PM (nightly) run to catch payments that would stop shut offs. This process does not post any cash, the AM run does that.	3			X		
10.13.37	Daily Cash Report For XX-XX-2008 (Am Transfer) Daily cash payments by billing sub system. Report bill system, numeric bill system, account number, batch/doc/reel/blip, amount and no-pay services count. Subtotals by bill system with end of report grand totals. All monies are deposited in this run that have cleared edits in the PM audit. Captures pending payments from 12 noon to job runtime.	3			X		
10.13.38	Daily Cash Report For XX-XX-2008 (Pm Transfer) Daily Edit run from remittance processor. Report bill system, numeric bill system, account number, batch/doc/reel/blip, amount and no-pay services count. Subtotals by bill system with grand total at end of report. All monies are deposited in this run that have cleared edits in the PM audit. This process does not	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	post any cash, the AM run does that.						
10.13.39	Daily Cashiering Transactions By Cashier Daily cash intake report by cashier. Report lists cashier, date, time, scan code from bill denoting billing system, account number, amount, bill system and bill system description. End of report lists report totals by UB, BC, PC and DSC locations.	3			X		
10.13.40	Daily Famis Interface Records Daily report of FAMIS interface update records. Report lists AJ source code, service, description, transaction code, document type/number, reference number, GL account, subsidiary and index code, sub-object code, dollar amount, user, grant and project code. End of report details, detail record count, trans hash total and amount, payment records count, trans hash total and amount, City pay count along with fund 1, 3 and 5 totals. In addition we have water, gas and refuse totals along with hash totals. Hash totals are used in the summary record for the day.	3			X		
10.13.41	Daily Master File Activity Counts Daily file maintenance master file stats for active, closed, collection activities, bad debt, billing and collection, cut activities, service orders activity totals. Most report sections do not include deposits. Report is broken into sections, first being active accounts. Details for each section include master file activities for all bill/notice types, payment, adjustments, transfers, late charges. Report lists master file activity (bill type, payment...), account totals, Gas, Water, Sewer, Refuse, Tax, special handling, miscellaneous gas, miscellaneous water amounts, gas, water and refuse deposit amounts. End of report section includes totals, in this case for active accounts. Subsequent sections include closed accounts, collection activities which list small claim court costs, collections charge, Pre-agency accounts, write-offs, payments after predictive dialer, payments to accounts in small claims, payments after internal collection charge. Next section is bad debt accounts, broken out by number of bad debt accounts, bad debt accounts reinstated, bad checks from bad debt accounts, payment made at the city, online cashier payments, HEAP and credit card totals, total bad debt paid to City, agency and City write-offs and payments after internal collection charge. Next report section is for billing and collections totals, to include total billing, total adjustments to billing, total collection and adjustments, total collection adjustments and deposits applied. Next two sections includes cut activities and service orders with total turn on/off, meter sets and removals.	3			X		
10.13.42	Daily Remote Cash Audit List Daily remote pay station cash network audit list. Report includes batch number date and a file dump with counts at end of report. Totals include system code, application description, total amount and count and returned check notice count. Also, hash total amount and count money source (file maintenance or miscellaneous) and grand total.	3			X		
10.13.43	Daily Statistics Merge Totals Daily report of merged monthly statistics file from file maintenance. Report lists refuse/special handling, gas/miscellaneous gas, water/miscellaneous water, sewer, tax and total for each day of the month. In addition, it lists deposit amounts for gas, water and refuse read day and run date. End of report has final totals for each column.	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.44	Daily Statistics Merge Totals Small Claims Activity List Daily statistics of new accounts referred to small claims. Report lists, account number, name, refuse/special handling amount, gas/miscellaneous gas amount, water/miscellaneous water, sewer, tax and total claim, status code (determined by source code) and by whom code. End of report lists, total paid, total referred, total returned, total adjustments and total miscellaneous charges spread across service type columns.	3			X		
10.13.45	Delinquency Code Reset Audit List Daily report of delinquency code resets. Report includes account number, Service address, customer name, terminal operator, old delinquency code and date along with new delinquency code and date.	3			X		
10.13.46	Deposit Trust Fund Statement Monthly deposits (trust fund) statement. Report lists beginning balance for deposits for Gas/Water and Refuse. Report lists, source code, description, gas, water and refuse amounts. Sources are deposit received, cash adjustments, overpayments/refunds, bad checks, deposits transferred to AR, inter-service adjustments and account transfers with totals for each gas, water and refuse. End of report has end of month balances for each service.	3			X		
10.13.47	Disbursed Meter Deposits And Journal Entry Distribution Daily disbursed meter deposits and JE distribution report. Report lists, account number, account status, customer name, refuse, gas, and water and sewer amounts.	3			X		
10.13.48	Error And Investigation Register Hi/Lo Errors Daily report from meter reads listing all hi-lo meter reads. Report is listed by account number and includes account status code, customer name, service address, district, trans code (99), version, co-name, DBA name, phone number and code (which phone, home, bus, cell). Next section lists all (CC) transactions (comments). Next section lists the transaction history of this account along with NAICS code, pre-bill and group codes. The next three sections lists gas read usage information for the last year along with water and refuse. Next the credit, payment and adjustment history is listed along with past billing information.	3			X		
10.13.49	Field Order Audit Trail Daily field order audit report. Report includes want date, time, district, service address, transaction (turnoff gas/water, on ...), account number, sequence number, points and totals.	3			X		
10.13.50	Gas Major Users Monthly report of major users of Gas (read day 70, source code 11). Report includes, account number, name, service address, bill date, NAICS code, consumption, therms, amount and rate code. End of report has totals for consumption, therms and amount.	3			X		
10.13.51	Gas Meters With No Usage Monthly report of customers with no gas usage over one year. Report lists, service address, account number, account status, meter number, meter status, control group, irregular user code, number of months for zero usage, last customer service order transaction code and date, NAICS code, rate code, appliances and district. End of report lists total count of zero users.	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.52	Gas Miscellaneous Charges Statement Of Accounts Receivable Monthly report of accounts receivable from all sources broken out by debits and credits. Report lists previous balance for each, source code, description and amount. Subtotal debits and credits and add account transfers and number of account changes. End of report has ending balance.	3			X		
10.13.53	Gas Rate Study Monthly Gas rate study by rate code. Report lists one page per rate code, each page lists category, count, billed CCF, billed therms, billed amount, average rate/CCF(100 cubic feet) and average rate/therm. Categories include service charge, cost of gas dollar amount and consumption for each tier, adjustments and totals. Special categories at end of report include counts and total billed for senior discounts, disabled discounts, household discounts and group living discounts with a total all discounts provided. End of reports provides grand totals including the special categories listed above.	3			X		
10.13.54	Gas Statement Of Accounts Receivable Monthly report of accounts receivable from all adjustment sources broken out by debits and credits. Report lists previous balance for each, source code, description and amount. Subtotal debits and credits and add number of account number changes. End of report has ending balance, un-posted payments and FAMIS ending balance.	3			X		
10.13.55	Gas Statement Of Accounts Receivable -Adjustment List Monthly report of A.R. adjustments by source code. Report lists source code, account number, service date, route number, revenue class, consumption, therms and amount, printed two up. Subtotals by source code.	3			X		
10.13.56	Link2gov - Teleworks Daily Summary Report Utility Billing Daily report from L2Gov/Teleworks Utility Billing transactions. Report lists L2Gov count and amount, Teleworks count and amount and virtual terminal fumigation count and amount. Either a count and amount for virtual terminal advance deposits or note stating none to report today.	3			X		
10.13.57	Listing Of Inproof Results Daily report of meter in-proof results. Report includes meter number, read, meter type, account number, control group, work code, job code, snap in-proof open check, check and average in-proof check. Also detail for each meter for in-proof by, prover id, inproof date, number of meter adjustments, meter temp, reject code and snap flag.	3			X		
10.13.58	Long Beach City Pay Accounts Monthly report of all Long Beach City paid accounts. Report includes activity, project, index, project detail, fund, grant, user, grant detail with dollars for refuse, gas, therms, water, CCF, sewer and total combined dollars complete with department totals.	3			X		
10.13.59	Mail Address Audit List Monthly report list of all mailing address CODE1 (address verification software) address verification errors. Report lists account number mailing address, zip code, account status, CODE1 error code and description.	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.60	<p>Meter Reader Statistics XX-X Daily meter reading service report. Report includes cycle, route, number of gas meter reads, number of water reads, total reads, number of valid reads, no reads, skipped/missed, no read/blocked and ' other' no read counts.</p>	3			X		
10.13.61	<p>Monthly Master File Activity Counts Monthly report of all billing/collections bills, broken down by active accounts, closed accounts, collection activities, bad debt accounts complete with billing and collection total pages. Also includes cut activities, service orders. Deposits are not included in all reports.</p> <p>All reports except last one include Account totals (all categories), Gas, Water, Sewer, Refuse Tax, Special Handling, Miscellaneous Gas, Miscellaneous Water, Gas Deposits, Water Deposit , Refuse Deposit dollar amounts.</p> <p>Active accounts report includes all bill type total dollars broken out by services with totals. Includes delinquent/balance forward amounts owed for each category. Included are return check, shutoff, deny credit notices with totals for each service.</p> <p>Closed accts include totals on all closing bill notices types, payments by all sources, adjustments, deposits and refund checks with totals for each service.</p> <p>Collection activities, lists small claim court costs, internal collections charges, pre-agency accounts, collection write-offs, payment to accts in small claims and payments made after predictive dialer, payments to accounts in small claims, payments after the internal collection charge with totals for each service.</p> <p>Bad debt lists, bad debt accounts, bad debt reinstated, bad debt returned checks, payments, both made to city and from cashier, HEAP and credit card, with totals for each category.</p> <p>Payments to collection agencies, agency write-offs, city bad debt write-offs, payments after collection charge.</p> <p>Next report is a totals page for each of the above pages, to include total billing, total billing adjustments, total collections, total collection adjustments and total deposits applied.</p> <p>Next report is Cut activities, to include cut investigations issued, cancelled, changed to posting, changed to FNP turnoff, 10 and 15 day post property issued, PP issued for multi-units, post properties cancelled, PP cancelled for multi-units, Post properties completed, PP completed for multi-units, FNP turn offs issued, FNP turn offs issued for multi-units, FNP turn offs cancelled, FNP turn offs for multi-units, FNP turn</p>	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	<p>offs completed, FNP turn offs completed for multi-units.</p> <p>Last report is for Service orders, Meter exchanges completed with totals for old age, sampling, condemned, change dial, demand tests, increased consumption, dragging, damaged, leaking, non-registering, stuck, decreased consumption, install master meters, ERT replace noisy, exchange with ERT/CHNG location and other with total for each report column (service) to include GWSR.</p> <p>Meter reads with totals for valid, no reads, skipped, not read back, other reads with column totals.</p> <p>Totals for Missing meter reads by services.</p> <p>Re-Reads completed is the next counted section of the report, with cannot locate, missing and other reads by outside agency with total for each category, Same for re-reads by the City, cannot locate counts, easy pay re-read counts, high-low, missing and verify re-reads along with other. Total City reads and total both re-reads are listed by services.</p> <p>Turn ons completed is the next set of counts, normal, combine/split, FNP, Set with totals for each category. Next turn ons with credit letters, turn ons with business exempts, and with prior service credits.</p> <p>Then with have Turn Offs completed including, normal no transfers, normal with transfer, temporary, summer, who, FNP and final turnoffs plus notify completions.</p> <p>Next we have Meter Sets completed including sets and resets with category totals. In addition include multi-unit sets separately.</p> <p>Next we have totals for Meter removals completed, including water kill taps, tampering, stolen, increase size, not in use, demolition, damaged, decrease size, install master meters, who requests, relocate and other with totals for each service.</p>						
10.13.62	<p>Monthly Statistics Merge Totals Monthly report of all daily file maintenance run statistics file. Report lists by each bill date of the month, totals for refuse/ special handling, Gas/miscellaneous gas, Water/miscellaneous water, sewer, tax and total. Deposits for gas, water and refuse are also listed along with meter read day and bill date.</p>	3			X		
10.13.63	<p>Overpayment Refund Check Register Daily report listing all over payments/refunds to customers coming from the bank. Report lists, account number, name, refund amount and check number.</p>	2			X		
10.13.64	<p>Posted Transaction Register Daily report of all transactions posted to the database. Report lists account number, account status code, transaction code, previous transaction date, description of transaction and transaction amount, prints 3 up.</p>	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.65	Posted Transaction Register By Operator Id Daily all posted transactions report. Report lists account number, status, transaction code, previous transaction date, transaction description and amount.	3			X		
10.13.66	Refuse Inspection Delinquency Report Daily refuse inspection delinquencies report. Report includes account number, service address, name, operator id, Status codes for utilities GWSR, Rates GWR, NAICS code, district/route, number of carts, days late and comments along with active/vacant indicator.	3			X		
10.13.67	Refuse Inspection Service Order Audit List Daily report of refuse inspection service orders. Reports lists account number, service address, reason code, rate code, number of units, NAICS code, last inspection date, district, area and day of route, refuse pick up days using a Monday through Saturday label, meter read cycle, last bill date and comment. End of report breaks down counts by inspection reason code descriptions.	3			X		
10.13.68	Refuse Inspection Transaction Audit Daily refuse inspection transaction audit report (refuse service orders). Report includes, account number, transaction code, status code, terminal, operator and date posted. In addition, requested by, reason code, want date, all three phone numbers and phone code, cancel code and by, special instructions, completion date, time and by whom with CNC reason. Also UCAD department, division and section, work code, order number, job codes and priority. Then we have the service order info, in date, size, serial and out date, audit date and time, function, terminal and operator id.	3			X		
10.13.69	Refuse Statement Of Accounts Receivable Monthly report of accounts receivable from all sources broken out by debits and credits. Report lists previous balance for each, source code, description and amount. Subtotal debits and credits and add number of account changes. End of report has ending balance.	3			X		
10.13.70	Refuse Statement Of Accounts Receivable Adjustment List Monthly report of A.R. adjustments by source code. Report lists source code, account number, service date, service charge, recycle charge printed 3 up, subtotaled by source.	3			X		
10.13.71	Refuse Statements Counts By Rate Monthly report of refuse counts by rate. Report includes rate, count, dollars billed, recycled counts and dollars billed. End of report had totals for count/dollar columns.	3			X		
10.13.72	Remote Cash Report For XX-XX-2008 (Network) Daily network cash report. Report includes, system, account number, batch number, doc reel and blip and amount, prints 2 up. End of report has fund and grand totals.	3			X		
10.13.73	Remote Cash Update Errors For Daily summary network/remote cash update errors (creating PA (payment) transaction). Report includes recap, total records read, total PA trans added, total TF (turnoffs) cancelled in field, total future TF's cancelled, total arrived TF's not cancelled, total PP (post property) cancelled in field, total future PP's cancelled, total arrived PP's not cancelled, total RG's (remove gas meter) cancelled in field, total future RG cancelled and total arrived RG's not cancelled.	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.74	Residential Statistics Monthly report of all residential types, single family, multi-family per unit and non residential. Report includes type of customer, service (GWSR), dwelling units billed, totals days, total usage, average daily usage, total service charges, total sales, average daily and average monthly. Hi/Low types are listed on the next page of this report which includes type of customer, service gas or water, dwelling units billed, totals days, total usage, average daily usage. Listed on report is each dwelling type and rates for each.	3			X		
10.13.75	Returned Payments Journal Daily financial report listing returned payments. Report lists check control number, payment date, account number, GL index code, sub object code, subsidiary, amount and total. A rate statement is included at the bottom of this report listing rate/dwell customer information.	3			X		
10.13.76	Schedule Of Metered Gas Sales Billed In Month Of XXXXXX 2008 Monthly report of Gas meter sales (all rate codes). Report includes rate code, number of accounts billed, CCF, Therm and amount, with totals line. Report then includes lines for 'EL GEN', Plant 4, vehicle with underlines under each category which is used for user hand entry and calculation. Under EI GEN, include lines under all four columns, for plant 4 and vehicle include a line under CCF and Therm. Grand totals line at the bottom has hand input lines under each column. Next section of page lists number of City departments included, count, CCF, Therm and amount. Next page section lists them by each priority code with total line matching section totals by rate code,	3			X		
10.13.77	Service Order Delinquency Report Daily delinquent service order report. Report lists account number, work code, date ordered, service address, service district, services at residence, active utilities GWSR, customer want date, completion date and reason, last update by , days late and comments.	3			X		
10.13.78	Service Order Statistics Summary Report Field Orders Worked By District Daily service order statistics summary report by district Report lists district, turn ons completed, turn ons that could not be completed, number of customer service order adds, adds that could not be completed, turn offs completed, turn offs that could not be completed, for non-payments completed, non-payments that could not be completed, see if using completed, see if using could 3not complete, post property's completed, post properties that could not be completed, gas investigations completed, gas investigations that could not be completed and total points(assigned 3by work code, denotes time estimate to complete job).	3			X		
10.13.79	Service Order Transaction Audit SOA Daily Service order transaction audit report. Report lists transaction code and before and after displays of changed data. If comment was added (CC), report would show new comment lines. If payment, then all payment and customer data would be listed along with who/when and where data was entered. End of report has summary by transaction code/description and transaction counts.	3			X		
10.13.80	Sewer Adjustment List Monthly report of sewer account adjustments by source code. Report lists, source code, bill code, rate code, size, adjustment date, account number, consumption, service charge, metered amount and total	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	amount, subtotaled by source. End of report has grand totals.						
10.13.81	Sewer Large Meter Listing Monthly report of large sewer (2-inch and over) consumption. Report includes water meter size, account number, customer name, service address, consumption, service charge, sewer amount, and total amount. End of report has total revenue, adjustments and grand totals.	3			X		
10.13.82	Sewer Sales Reports Monthly report of all categories of billing types, regular, opening and closing with counts by sewer sizes for each bill type to include size, number of accounts, consumption, metered amount, average metered amount, average consumption per customer, average rate, service charge amount, average service charge amount, total amount and average total. A revenue total is provided at the end of each section. Categories include, domestic monthly, city pay, city pay to water department, outside city. With column totals at end of report.	3			X		
10.13.83	Sewer Sales Reports Recap Of Meter Sales Monthly recap report of sewer sales from water consumption. Report lists by all sewer sizes, number of accounts, total consumption, service charges, sales and total. End of report has totals for each. This report should be produced in the 'Sewer Sales Reports Recap Of Meter Sales' which details and subtotals, and end of run you could produce this report.	3			X		
10.13.84	Sewer Statement Of Accounts Receivable Monthly report of accounts receivable from all sources broken out by debits and credits. Report lists previous balance for each, source code, description and amount. Subtotal debits and credits and add account transfers and number of account changes. End of report has ending balance.	3			X		
10.13.85	Special Handling Status Report In Account Nbr Sequence Monthly report of special handling requests and status of each. Report lists, account number, account status, customer name/ mailing address, service address, special handling description, last notice date, last bill date and current account balance. End of report has total active and closed accounts.	3			X		
10.13.86	Stop File For Return Checks Monthly report of returned checks for utility payments (cash only customers). Reports includes account number, account status, customer name, service address, and number of returned checks, or 'perm' denoting cash only always.	3			X		
10.13.87	Transaction Merge Totals Daily transaction merge and update, merges daily cash file, carry back file and service order extract file and Edison trans 30 change file as input. Report lists for transaction codes and descriptions, Carry Back, cash, service orders dollars and merge total for each transaction type, with totals for each column. Next page lists each transaction code with the number of transactions for each, with total all listed at the end.	3			X		
10.13.88	UB - Link2gov Daily Credit Card Report *** Virtual Terminal Error Detail *** Fumigation Accounts Daily report of WEB Link2Gov credit card fumigation payments errors report. Report includes, account number, customer name, last five of card, card expiration date, amount, Link2Gov trans id, transaction date time, merchant code and error description. End of report breakdown by credit card type (count and	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	amount).						
10.13.89	UB - Link2gov Daily Credit Card Report Payment Transaction Detail Daily report L2Gov WEB/IVR credit card payment report. Report lists, CLB account number, Merchant Amount, Merchant Fee amount, Total Amount, Credit card type, Last 5 digits of credit card, month and year of credit card Expiration date, Link2Gov Id, Transaction timestamp and Merchant code. End of report has total count and dollars amount by credit card type.	3			X		
10.13.90	UB - Teleworks Posted Transactions Detail Report Daily report from WEB/IVR TELEWORKS credit card verification and payment detail includes all credit card payments for pervious day. Report includes, account number, customer name, last 4 of card, card expiration date, amount, authorization date time and approval code. Teleworks transaction id and customer phone number. End of report has recap of phone transaction, web transaction counts and dollars and totals for both.	3			X		
10.13.91	UB Virtual Terminal Fumigation Report Daily report of credit card transactions for fumigation accounts taken through the Web (Link2Gov). Report includes CLB account number, address, amount, fee amount, total, credit card type, last five digits of card, expiration date, Link2Gov transaction ID, timestamp and merchant code. Report includes page totals for dollars along with end of report breakdown by credit card type (count and amount).	3			X		
10.13.92	Union Bank Daily Utility Payment Audit List Daily report from Union Bank, showing utility payments. Report is a dump of the batch of records including header along with any errors found per payment line. Bottom of report shows batch total dollars and counts.	3			X		
10.13.93	Use Tax Statement Of Accounts Receivable Monthly report for use tax summary. Report includes source, type of tax for city, county and Los Alamitos with total all. Include first of month balance. Alls Debits and credits tax sources are included in this section (page). Next report section is a detailed adjustment list which includes source code, account number, date and amount along with council district (if located outside Long Beach) subtotaled by source code.	3			X		
10.13.94	Utility Billing Cash Posted (Utility Taxes) Monthly report for cash deposits, first page is a summary of all cash sources, deposit cash, deposit cash adjustments, normal cash, normal cash adjustments, bad debt cash, payments to collection agencies and special handling funds. Breakdown by service to include, refuse, gas, water, sewer, tax, special handling, miscellaneous gas, miscellaneous water and total. The following report sections have a page for normal cash for LA county utility use tax totals and Los Alamitos utility use tax. Section includes account number, id, date, customer name and amount, end of section has totals for total taxes paid and number of accounts paid.	3			X		
10.13.95	Utility Billing Cash Posted Month Of XXXXXXXX 2008 Monthly report of posted utility billing deposited monies. Report is broken into sections starting with deposit cash, cash adjustments, normal cash, normal cash adjustments, bad debt cash, and payments to collection agencies. Report includes account number, account status, post date, customer name and	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
	amount. End of each section has counts and dollars for deposit breakdown by service to include, refuse, gas, water, sewer, tax, special handling, miscellaneous gas, miscellaneous water and total.						
10.13.96	Utility Billing Master File Statistics Monthly report on all the activities in the system during the month. Report includes columns for total number of accounts, billed and used consumptions for both gas and water and total monies for gas, water, sewer, refuse, tax, fees, including deposits applied to each, with summary totals and totals for all. Additionally there is a breakdown of all account types (business and types of business and residential) for each category (active, vacant, closed, in collections) and by tier to include, active, fire-line, cycle 88 accounts, cycle 98 accounts and vacant accounts with a total lines for each. Large users also have separate reports showing usage and billed amounts (ex: Queen Mary Corridor). Next section has closed accounts with closed and zero balance with totals for each. Reports exist for bad debt, bad debt with zero balance and bad debt agency returns with totals. There are reports with totals for combined active, closed and bad debt accounts, totals for active/vacant accounts excluding 98 accts. Additional reports for service order counts by district. Reports for meter read stats for all read cycles across columns. Additional reports show lists for all council districts, with city code, district plus info from above reports. In short there are reports to cover just about anything and any variation of account activity in the system during the month.	3			X		
10.13.97	Utility Billing Zipcode Statistics Zipcode Count By Area (Billing) Daily report of billing counts by zip code.	3			X		
10.13.98	Utility Billing Zipcode Statistics Zipcode Count By Area (Notices) Daily report of notice counts by zip code.	3			X		
10.13.99	Water Accounts Within Queen Mary Corridor Monthly report for water/sewer accounts within Queen Mary corridor. Report includes, harbor group and account number, name, service address, bill date, usage, water and sewer service charge, sales, tax and total for both. End of report has totals.	3			X		
10.13.100	Water Adjustment List Monthly report of Water adjustments. Report includes source code, bill code, rate, size, dwelling code/units, adjustment date, account number, consumption, service charge, metered amount, total amount bill. Report breaks on source code with totals for service amount, metered and total amounts.	3			X		
10.13.101	Water Large Meter Listing Monthly report of large meter (2-inch and over) consumption. Report includes meter size, account number, customer name, service address, consumption, service charge, water amount, and total amount. End of report has total revenue, adjustments and grand totals.	3			X		
10.13.102	Water Meters With No Usage For Over One Year Monthly report of water meters with no usage for at least one year. Report includes service address, account number, account status (vacation, vacant etc..) meter number, meter status, size and type, irregular user, months of non use, last inspection work code type and date, NAICS, Rate, Atlas page, install date. End of report list total count.	3			X		

Ref #	Requirement Description	Priority	A	B	C	D	REF
10.13.103	Water Miscellaneous Charges Statement Of Accounts Receivable Adjustment List Monthly report all miscellaneous adjustments both credit and debit, report by service code, account number, date and amount. End of report has start of month balance, totals by each service code broken by debit, credits to include refund processing fees and end of month balance.	3			X		
10.13.104	Water Rate Study Monthly report by every rate which lists by service charges, adjustments and consumption for all tiers, for each provide count, billed CCF/Days, total amount and rate/CCF. Grand totals at end of report for all rates.	3			X		
10.13.105	Water Sales Reports Monthly report of all categories of billing types, (regular, opening and closing) with counts by meter sizes for each bill type to include number of accounts, consumption, metered amount, average metered amount, average consumption per customer, average rate, service charge amount, average service charge amount, total amount and average total. A revenue total is provided at the end of each section. Categories include, domestic monthly, city pay, city pay to water department, outside city. With column totals at end of report.	3			X		
10.13.106	Water Sales Reports Recap Of Meter Sales Monthly recap report of water sales. Report lists by all service sizes, number of accounts, total consumption, service charges, fire-line meter sales, sales and total. End of report has totals for each. This report should be produced at the same time as 'Water Sales Reports Recap Of Meter Sales'. All data for this report is listed and subtotaled in this report, at end this report could be reproduced at that time.	3			X		
10.13.107	Water Statement Of Accounts Receivable Monthly total dollars report from all A/R sources (credit and debit with totals after each) to include first of month balances and last of month balances.	3			X		
10.13.108	Web Interface Service Order Transaction Errors Daily report of WEB transaction service order errors. Report lists account number, transaction code, date/time received from WEB, customer email address, all three phone numbers (work, home cell), mailing address/service address along with error message (why service order failed). End of report lists all WEB transactions for this day and counts along with month to date WEB service orders.	3			X		
10.13.109	YTD Master File Activity Counts Year to date report of all billing/collections bills, broken down by active accounts, closed accounts, collection activities, bad debt accounts complete with billing and collection total pages. Also includes cut activities, service orders. Deposits are not included in all reports. All reports except last one include Account totals (all categories), Gas, Water, Sewer,, Refuse Tax, Special Handling, Miscellaneous Gas, Miscellaneous Water ,Gas Deposits, Water Deposit , Refuse Deposit dollar amounts. Active accounts report includes all bill type total dollars broken out by services with totals. Include	3			X		



Ref #	Requirement Description	Priority	A	B	C	D	REF
	<p>delinquent/balance forward amounts owed for each category. Included are return check, shutoff, deny credit notices with totals for each service.</p> <p>Closed accts include totals on all closing bill notices types, payments by all sources, adjustments, deposits and refund checks with totals for each service.</p> <p>Collection activities, lists small claim court costs, internal collections charges, pre-agency accounts, collection write-offs, payment to accts in small claims and payments made after predictive dialer, payments to accounts in small claims, payments after the internal collection charge with totals for each service.</p> <p>Bad debt lists, bad debt accounts, bad debt reinstated, bad debt returned checks, payments, both made to city and from cashier, HEAP and credit card, with totals for each category.</p> <p>Payments to collection agencies, agency write-offs, city bad debt write-offs, payments after collection charge.</p> <p>Next report is a totals page for each of the above pages, to include total billing, total billing adjustments, total collections, total collection adjustments and total deposits applied.</p> <p>Next report is Cut activities, to include cut investigations issued, cancelled, changed to posting, changed to FNP turnoff, 10 and 15 day post property issued, PP issued for multi-units, post properties cancelled, PP cancelled for multi-units, Post properties completed, PP completed for multi-units, FNP turn offs issued, FNP turn offs issued for multi-units, FNP turn offs cancelled, FNP turn offs for multi-units, FNP turn offs completed, FNP turn offs completed for multi-units.</p> <p>Last report is for Service orders, Meter exchanges completed with totals for old age, sampling, condemned, change dial, demand tests, increased consumption, dragging, damaged, leaking, non-registering, stuck, decreased consumption, install master meters, ERT replace noisy, exchange with ERT/CHNG location and other with total for each report column (service) to include GWSR.</p> <p>Meter reads with totals for valid, no reads, skipped, not read blocked and 'other' missed reads with column totals.</p> <p>Totals for Missing meter reads by services.</p> <p>Re-Reads completed is the next counted section of the report, with cannot locate, missing and other reads by outside agency with total for each category, Same for re-reads by the City, cannot locate counts, easy pay re-read counts, high-low, missing and verify re-reads along with other. Total City reads and total both</p>						

Response for City of Long Beach

Licensing & Implementation of a Customer Information System
RFP TS 09-049

Tab 4 Functional Requirements
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	<p>re-reads are listed by services.</p> <p>Turn ons completed is the next set of counts, normal, combine/split, FNP, Set with totals for each category. Then turn ons with credit letters, turn ons with business exempts, and with prior service credits.</p> <p>Then with have Turn Offs completed including, normal no transfers, normal with transfer, temporary, summer, who, FNP and final turnoffs plus notify completions.</p> <p>Next we have Meter Sets completed including sets and resets with category totals. In addition include multi-unit sets separately.</p> <p>Next we have totals for Meter removals completed, including water kill taps, tampering, stolen, increase size, not in use, demolition, damaged, decrease size, install master meters, who requests, relocate and other with totals for each service.</p>						
	11. Customer Self Service						
11.1.1	Is your product Web enabled?	3	X				
11.1.2	Does your product provide a feature for a customer to execute a payment via Web access to their CIS account information?	3	X				
	Does your product provide a customer the ability to view the following account information via the Web:						
11.1.3	a. Current balance?	3	X				
11.1.4	b. Date of last payment?	3	X				
11.1.5	c. Customer mailing address?	3	X				
11.1.6	d. Consumption history?	3	X				
11.1.7	e. Account transaction history for the prior month?	2	X				
11.1.8	f. Account transaction history for prior 12 months?	2	X				
11.1.9	g. Account service order history for the prior 12 months?	2			X		11.1.9

Ref #	Requirement Description	Priority	A	B	C	D	REF
11.1.10	h. The size and number of trash bins/carts that are currently being billed for the premises?	2			X		11.1.10
11.1.11	i. The trash pickup days currently scheduled for that premises?	2			X		11.1.11
11.1.12	j. Copy of most recent bill?	3	X				
11.1.13	k. Telephone numbers?	3	X				
11.1.14	l. Utility payment office mailing address?	2	X				
11.1.15	For the question above, item g, does your product allow the user to limit the types of service orders viewable by the customer utilizing user defined service order types?	2	X				
11.1.16	Does your product provide a customer the ability to update mailing address and contact telephone numbers via the web with proper security (PIN or password) access?	3	X				
11.1.17	Is the application software available with a browser based front end for user access?	3	X				
11.1.18	If your product supports user access via a browser, does your product require a browser that supports encryption?	3	X				11.1.18
11.1.19	Can the integration with the customer self-service Web application and your CIS Solution be accomplished without third party software?	2	X				
11.1.20	Does your product provide the ability for customers to access and complete forms/applications via the Web?	3	X				
11.1.21	Is your product desktop support compliant with Microsoft Windows 2000XP and more recent versions of Windows?	3	X				11.1.21
11.1.22	If your product supports Web access, does your product support a Secure Socket Layer with 128-bit encryption?	3	X				11.1.22
11.1.23	Does your product support server operations under Windows 2003?	3	X				
11.1.24	Does your system require a browser with a Secure Socket Layer and 128-bit encryption?	3	X				11.1.24
11.1.25	Does your product support a front-end web server residing in a Demilitarized Zone (a Demilitarized Zone Network is an isolated network that is separated by firewalls from the Internet and from the City's internal network)?	3	X				11.1.25

Ref #	Requirement Description	Priority	A	B	C	D	REF
11.1.26	There is a need to exchange electronic transactions between CLB and the bank currently used for banking services. Does your product ensure that financial transactions on the web server are secured?	3	X				11.1.26
11.1.27	Does your product ensure that credit card numbers and bank account numbers are not stored on the web server?	3	X				11.1.27
11.1.28	Does your product currently support financial transactions with Union Bank of California and Bank of America?	3			X		11.1.28
11.1.29	Does your product support multiple ACH format options?	3	X				
11.1.30	Does your product store or identify an email from a customer as a customer contact?	3			X		11.1.30
	Does your product monitor/report on:						
11.1.31	a. Customer Contact received via web or IVR?	3	X				
11.1.32	b. Customer Contact awaiting a response?	3	X				
11.1.33	c. Customer Contact completed (response sent)?	3	X				
11.1.34	Does your product provide a feature for on-line live (chat) correspondence with customers?	3				X	
11.1.35	If your product provides chat ability, can it be enabled/disabled for specific terminals (users) at work center supervisor level?	3				X	
11.1.36	Does your Web solution provide the ability to include hyperlinks on a page to direct customers to other related sites?	3	X				
11.1.37	Does your product allow a customer to enroll in the "level pay" program through the Web given the account meets certain qualifications setup in CIS?	2			X		11.1.37
11.1.38	Does your Web solution provide the ability for secure user access through a combination of account number and personal ID (PIN or Password)?	3	X				
11.1.39	Does your Web solution provide a new customer service request process whereby the customer's identity is verified through an interface to an outside (e.g., credit bureau)?	2			X		11.1.39

Ref #	Requirement Description	Priority	A	B	C	D	REF
11.1.40	Once the new customer's identity has been verified as described above, does your product allow that customer to schedule a turn-on service order for utility service(s) at their requested service address?	2			X		11.1.40
11.1.41	Also, once the new customer's identity has been verified as described above, does your product check (via duplicate social security #/Tax ID or driver's license number) for any outstanding account balances and prevent the scheduling of a "turn-on" service request?	3			X		11.1.41
	Does your Web solution provide an existing utility customer enrollment process that requires a customer, upon initial enrollment to:						
11.1.42	a. Provide their utility account number and their social security number/tax ID to validate user access?	3	X				
11.1.43	b. Establish the customer's own user login ID?	3	X				
11.1.44	c. Establish the customer's own user password?	3	X				
	Once a customer has enrolled for Web Self-service via the procedure described above, does your product provide the customer the ability to view a listing of their account(s) and access information for individual service addresses under that account such as:						
11.1.45	a. Consumption history for the past 12 months?	3			X		11.1.45
11.1.46	b. Billing and payment history information for the past 12 months?	3	X				
11.1.47	c. Service order history (user defined by service order type) for the past 12 months?	3			X		11.1.47
11.1.48	d. Current service order status?	3			X		11.1.48
11.1.49	If an account has a co-owner/guarantor does the aforementioned enrollment process allow the co-owner/guarantor to establish their own user ID and password to access account information and related functions separate from the primary customer's login information?	3	X				
	Once a customer has logged into the Web Self-service application does your product provide the customer the ability to:						
11.1.50	a. Schedule a "turn-off" service order for their utility service?	3	X				
11.1.51	b. Schedule a "gas pilot light" service order for their premises?	3			X		11.1.51

Ref #	Requirement Description	Priority	A	B	C	D	REF
11.1.52	c. Transfer service from their existing premises to a new premises?	3			X		11.1.52
11.1.53	d. Enroll, remove and update their EZpay payment processing information?	3			X		11.1.53
11.1.54	e. Schedule special "pick-up" for solid waste?	3			X		11.1.54
11.1.55	f. Schedule a "used motor oil pick-up"	2			X		11.1.55
11.1.56	g. Request a Trash/Recycling container replacement?	3			X		11.1.56
11.1.57	h. Request for a solid waste "survey" investigation?	2			X		11.1.57
11.1.58	i. Request/schedule a gas or water usage audit?	3			X		11.1.58
11.1.59	j. Schedule a "fumigation" turn-on/turn-off?	3			X		11.1.59
11.1.60	k. Edit mailing address, phone numbers, and employment information?	3	X				
11.1.61	l. Request a service/residency letter?	2			X		11.1.61
11.1.62	m. Request a letter for good credit history?	2			X		11.1.62
11.1.63	n. Request a "junk mail" reduction kit?	3			X		11.1.63
11.1.64	o. Request a "NO DUMPING" sign?	2			X		11.1.64
11.1.65	p. Request a "NO Advertisements" door/fence signs?	2			X		11.1.65
11.1.66	q. Complete an on-line form that generates an email (email address user defined) for reporting various activities (e.g., scavenging, illegal dumping, illegal watering, etc)	3			X		11.1.66
11.1.67	Does your product provide the ability to automatically generate email notifications to customer for a variety of reasons (e.g., planned outage, past due, etc.)?	2			X		11.1.67

Ref #	Requirement Description	Priority	A	B	C	D	REF
11.1.68	Does your product provide the ability to automatically generate a “text message” to the customer for a variety of reason (e.g., planned outage, past due, etc)?	2			X		11.1.68
	12. System Characteristics						
	a. Security						
12.1.1	Does your product establish security for users by a user group?	3	X				
	Does your product establish security at the following levels:						
12.1.2	a. At the menu or selection bar item level?	3	X				
12.1.3	b. At an individual screen level?	3	X				
12.1.4	c. At the function level?	3	X				
12.1.5	d. At the field level?	2	X				
12.1.6	e. At the record level?	2	X				
12.1.7	f. At the module level?	3	X				
12.1.8	g. At the application environment level?	3				X	12.1.8
12.1.9	Does your product restrict viewing rights at the field level within a specified screen?	3	X				
12.1.10	Does your product allow System Administrators to define security access?	3	X				
12.1.11	Does your product have the ability for a single user to be assigned to multiple user groups at the same time?	3	X				
12.1.12	Does your product integrate operating system software security options within its baseline application to support single sign on (i.e., industry standard LDAP)?	3	X				12.1.12
12.1.13	Does your product have application software security in it baseline product as opposed to utilizing strictly operating system and database security?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.1.14	Does your product secure and authorize access to the underlying data and databases of the application?	3				X	12.1.14
12.1.15	Does your product allow a user defined ID structure?	3				X	12.1.15
12.1.16	Does your product utilize password encryption for secured log on?	3	X				
12.1.17	Does your product provide a real-time security log for attempted violations complete with the date, time, and user IDs?	3				X	12.1.17
12.1.18	Does your product control the number of unsuccessful attempts into the system?	3	X				12.1.18
12.1.19	Does your product provide automatic user defined computer timed-outs and sign-offs?	3	X				12.1.19
12.1.20	If yes to the above item, does your product allow "time-out" parameters to be defined for a user or user group?	3				X	12.1.20
12.1.21	Does your product support security log-on requiring a user ID and password to prevent unauthorized access to the system or its data files?	3	X				
12.1.22	Is the security function maintained and defined by the applications Security Administrator without the intervention from computer department/information technology staff?	3	X				
12.1.23	Will the password be revoked if a predetermined number of unsuccessful attempts are entered?	3	X				12.1.23
12.1.24	Does your product provide a daily audit trail report, which lists unsuccessful attempts at login security?	2				X	12.1.24
12.1.25	Does the security system have an automated process that expires passwords after a specific period of time?	3	X				12.1.25
12.1.26	Can this time period referred in the question above be defined by the security administrator?	3	X				
12.1.27	Does your product warn users that their password is about to expire?	3	X				12.1.27
12.1.28	Does the security function perform security edits to ensure that the password has a user defined minimum length?	3				X	12.1.28
12.1.29	Does your security support a multi-level authorization process when defined in the workflow of the application?	1	X				
12.1.30	Can security on user-defined screens be attached to all the delivered security options?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.1.31	Does your product support system security (add, edit, delete and inquiry access) that is definable for each user?	3	X				
12.1.32	Does the security function log all user transactions (changes in the data) for daily audit trail reporting?	3	X				
12.1.33	Does your product provide an audit report, which shows all changes made to the data?	3	X				
12.1.34	Does your product provide audit report, which shows all changes made to data including a before and after image?	2	X				
12.1.35	Does your security function provide an audit trail of all financial transactions, which have occurred within the application?	3	X				
12.1.36	Does your product track date, time-stamp and user ID of each record when updated?	3	X				
12.1.37	Does your product lock a record (available for view only) when the record is being updated?	3	X				
b. System Administration							
12.2.1	Does your product provide an application programming interface (API)/user exits that will allow the user to add modules or subroutines without modifying the system's source code?	3	X				
12.2.2	Does your product build and enforce user-defined work steps such as scheduling of processes for various system functions?	3	X				
12.2.3	Does your product require completion of all required data entry prior to committing the transaction to the database?	3	X				
12.2.4	Does your product allow the user through configuration to establish within base program limitations required fields?	2	X				
12.2.5	Does your product highlight or otherwise visually identify to the user all required fields?	3				X	12.2.5
12.2.6	Does your product warn the user if they have not completed all required data entry and allow them to exit the transaction without compromising data integrity?	3	X				
12.2.7	Does your product allow the administrator to define the "tab order" (field navigation) with in particular panel/screen?	2	X				
12.2.8	Does your product provide compatibility with new releases of third party packages, which are integrated with your system and provided as part of this proposal within one year of their release?	3				X	12.2.8
12.2.9	Does your product restart a batch program and avoid duplication of processed data if the system should fail?	3	X				12.2.9

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.2.10	Does your product suspend processing until restart/recovery procedures have been initiated?	3	X				12.2.10
12.2.11	Does your product maintain 24-hour uptime with on-line back-ups?	2	X				
12.2.12	Does your product provide documented restart and recovery procedures?	3	X				
12.2.13	Does your product allow for the customization or configuration of screens?	3	X				
12.2.14	Does your product provide for customization or configuration of screens and tables without the need for source code changes?	3	X				
12.2.15	Does your product provide interfacing between all proposed products so that one change automatically updates products or linked subsystems?	3	X				12.2.15
12.2.16	Do you provide comprehensive documentation for all functionality within your product?	3	X				
12.2.17	Does your product include a uniform user interface?	3	X				
12.2.18	Does your product's baseline utilize on-line menus or pull down bars for selection of processing options?	3	X				
12.2.19	Does your product have the ability for function hot keys to be used to navigate through on-line functions and features?	2	X				
12.2.20	Does your product have the ability to utilize user defined macros?	2	X				12.2.20
12.2.21	Does your product provide for a browser user interface (BUI) for navigation throughout the system?	3	X				
12.2.22	Does your product conform to navigation procedures used with Microsoft Windows' graphical user interfaces?	3	X				
12.2.23	Does your product support the three latest versions of Microsoft Windows?	3				X	12.2.23
	Does your product have a system-wide calendar which:						
12.2.24	a. Can be utilized for scheduling various processes or events?	3	X				
12.2.25	b. Recognizes holidays and weekends?	3	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.2.26	c. Recognizes user defined holidays and weekends?	3	X				
12.2.27	Does your product have the ability to open multiple instances of the application on the desktop?	3	X				
12.2.28	Does your product automatically notify system personnel or designated staff when the file capacity is nearly full (e.g., at a set percentage)?	3				X	12.2.28
12.2.29	Is the database accessible with an industry standard SQL?	3	X				
12.2.30	Does your product provide development tools to enhance the application?	3	X				
12.2.31	Will this development tool be provided to CLB as part of the baseline product?	3	X				12.2.31
12.2.32	Does your product support a database design that incorporates referential integrity?	3	X				
12.2.33	Does your product maintain referential integrity within the database?	3	X				
12.2.34	Does your product allow different instances of the application for implementation, testing, training and production?	3	X				
12.2.35	Does your product provide an application tool or script, which supports the transfer of data (complete or subset) and/or configuration data from one environment to another environment?	3	X				
12.2.36	Does your product provide a Data Definition Language (DDL) to support configuration changes?	2	X				
12.2.37	When a user performs a configuration change, does your product provide a log of the changes made to the database?	3	X				12.2.37
12.2.38	Does your product utilize multiple instances of the database without the need to change the application code?	3	X				
12.2.39	Does your product's application code communicate directly with the database using SQL without any middleware product?	3				X	12.2.39
12.2.40	Are insertions done in such a manner as to maintain index clustering?	3	X				
12.2.41	Does your product have tools to unload tables to sequential files?	2	X				
12.2.42	Does your product have tools to load tables from sequential files?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.2.43	Does your product provide scripting tools (e.g., if table space is corrupted on database, will an automatic rebuild be initiated)?	2				X	12.2.43
12.2.44	Does your product provide data conversion tools?	3	X				
12.2.45	Does your product provide test/seed data with the initial installation?	2	X				
12.2.46	Does your product generate error messages when errors are detected?	3	X				
12.2.47	Are the aforementioned error messages logged and documented?	3	X				
12.2.48	Does your product support user-defined labels for field names on data entry screens/panels?	2	X				
12.2.49	Can the reporting tool provided with your product be used to report on data captured in user-defined screens/panels?	2	X				
12.2.50	Does your product provide an "expert" mode so screens/panels can be accessed directly without going through menus?	2	X				
12.2.51	When moving from screen to screen/panels, are key fields carried forward so that re-keying of fields is not necessary (i.e., account number, name)?	3	X				
12.2.52	Does your product provide a method to look up data in reference tables without losing the customers screen/panel and the data on it?	3	X				
12.2.53	Does your product provide on-line update of all user-definable tables?	2	X				
12.2.54	Does your product provide the ability to retire incorrect table entries?	3	X				
12.2.55	Are software changes required by new federal legislation made available to the clients 30 business days prior to the effective date?	3				X	12.2.55
12.2.56	Are software changes required by new state legislation made available to clients 30 business days prior to the effective date?	2				X	12.2.56
12.2.57	Does your product ensure that existing API functionality is migrated into new releases?	3	X				
12.2.58	Does your product provide application/system-debugging tools?	2	X				
12.2.59	Does your product have application logs that are utilized for new releases to identify the location of new and/or changed program code?	3	X				12.2.59

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.2.60	Are all data input errors clearly identified at the application-level (plain-English messages) stating the nature of the error?	3	X				
12.2.61	Does your product allow the error message table(s) to be customized by the user?	1	X				
12.2.62	Does your product have context sensitive help messages (e.g., help for the particular field in which the cursor is positioned)?	3	X				
12.2.63	Does your product allow help messages to be customized by the users?	3	X				
12.2.64	Does your product support an online data validation process that identifies each error encountered in a sequential manner until all errors are corrected without clearing the screen causing re-keying of the entire transaction?	3	X				
12.2.65	During a batch process, does your product support exception reporting that allows a batch process to continue to normal termination?	3	X				
12.2.66	Does your product provide an online tutorial?	2	X				
12.2.67	Does your product allow the user to define data defaults?	3	X				
c. Archiving—Purging—Retrieval							
12.3.1	Does your product have the ability to maintain a user-defined number of months of history online for the entire database?	3	X				
12.3.2	Does your product have the ability to archive records at any point in time?	2	X				
12.3.3	Does your product provide for users to be able to identify tables that are not to be archived?	2	X				
12.3.4	Does your product provide for users to be able to identify record types that are not to be archived within a table?	2	X				
12.3.5	Does your product allow data to be purged from the database while maintaining the referential integrity of the database?	3	X				
12.3.6	Does your product allow attachments to be archived even though they may be stored in other system?	2				X	12.3.6
12.3.7	Does your product check for broken links to attachments (i.e., orphans)?	2				X	12.3.7

Ref #	Requirement Description	Priority	A	B	C	D	REF
12.3.8	Does your product allow for the retrieval of archived data?	3	X				
12.3.9	Does your product allow the user to define the purging parameters?	3	X				
12.3.10	Does your product allow the user to define the archiving parameters?	2	X				
d. Multiple Environments							
12.4.1	Does your product support redundant server cluster/load balancing environments?	3	X				
12.4.2	Does your product support database replication?	2	X				
13. Mobile Work Force Management							
<i>CLB currently uses Ventyx' Advantex work management system. The questions below refer to a module of the CIS solution you are proposing or a separate product from the same software vendor that provides the CIS.</i>							
a. Asset Management							
13.1.1	Does your product provide for the entry and management of assets (equipment, tools, materials, parts, etc.) including part numbers, descriptions, unit costs (actual purchase price and tax components)?	2			X		13.1.1
13.1.2	Does your product provide for the management of warehouse inventory including asset prices (by supplier and discounts by volume), preferred and alternative suppliers lists, reordering thresholds and status (recording the checking out of individual assets and checking in volume deliveries)?	2				X	13.1.2
b. Employees							
13.2.1	Does your product provide for the entry and management of employee information including name, territory (geographical area assignment), work phone number, work group (field crew) designation, certifications, and job classification	2	X				
13.2.2	Does your product provide for the entry and management of employee information including hourly pay rate, overtime rate, designated holidays, booked vacations and regular working hours?	2			X		13.2.2
13.2.3	Does your product provide for the input of hours worked based on activity codes (such as travel time, scheduled breaks, on-the-job time, etc.)?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
13.2.4	Does your product provide the ability to capture sign-on/sign-off times and dates from mobile devices?	2			X		13.2.4
c. Planning and Scheduling							
13.3.1	Does your product provide planners the ability to plan potential work in the field using integrated tools that allow the scheduling and estimated usage of materials, equipment and labor with their associated time and cost allocation?	2				X	13.3.1
13.3.2	Does your product provide the ability to view the field service representative's or work groups schedules for a day or week in graphical format?	2	X				13.3.2
13.3.3	Does your product provide a Scheduler that automatically assigns and routes orders based on skills (employee job classification), availability (employee working hours/days) and geographical location (e.g. Zip codes)?	2	X				13.3.3
13.3.4	Does your product have a Scheduler that assigns work orders based on a cost algorithm method (e.g. lowest cost option vs. quickest response)?	2	X				13.3.4
13.3.5	Does your product provide the ability to assign work orders to employees based on skill level and work area?	2	X				13.3.5
d. Operation							
13.4.1	Does your product provide a graphical view of work order assignments by individual employee or work group?	2	X				13.4.1
13.4.2	Does your product show actual elapsed and estimated remaining time and expenses on the work order?	2			X		13.4.2
13.4.3	Does your product provide the ability to track all mileage of employee vehicles?	2	X				13.4.3
13.4.4	Does your product provide Gantt updates in real-time to reflect actual completion time and if shorter or longer than forecast duration, update resource availability accordingly?	2	X				13.4.4
13.4.5	Does your product provide revenue tracking of work orders for multiple business units?	2			X		13.4.5
13.4.6	Does your product provide an employee the ability to view asset inventory for a work order, and add new entries in the field?	2			X		13.4.6
13.4.7	Does your product provide ability to add new service orders in the field?	2	X				13.4.7

Ref #	Requirement Description	Priority	A	B	C	D	REF
f. Reporting							
13.5.1	Does your product provide time sheets for employees based on hours recorded by the employee?	2	X				13.5.1
13.5.2	Does your product provide financial reporting by work order, employee, field crew, and project that reflects the hours entered into time sheets accounting for the activity code entered?	2	X				13.5.2
	Does your product track, maintain and report actual vs. forecast usage (for assets, rental and labor) for completed or partially completed work orders?				X		13.5.3
13.5.3	a. Assets used?	2			X		13.5.3
13.5.4	b. Hours booked?	2	X				13.5.4
13.5.5	c. Vehicle Mileage?	2	X				13.5.5
13.5.6	d. Equipment / tool rental time (days / hours)?	2			X		13.5.6
13.5.7	c. Incidental charges?	2			X		13.5.7
g. Integration							
13.6.1	Is the standard Service Order functionality you provide (your responses to Section 3 of this table, marked as "A") fully integrated with the functionality you provide for Mobile Work Force Management (responses marked "A" to this section, Section 13)?	2			X		13.6.1
13.6.2	Does your product provide wireless text messaging between technicians and between technicians and home office personnel (Dispatchers, Planners)?	2	X				13.6.2
13.6.3	Does your product provide the ability to assign and transmit a service order to a field rep by dragging and dropping map icons?	2				X	13.6.3
13.6.4	Does your product provide GPS (Global Positioning System) with a front-end application integrated into the dispatch and scheduling back office application to track all field service rep locations in the field?	2	X				13.6.4
13.6.5	Does your product provide the ability to handle messages stored for delayed delivery via message queues for "out-of-coverage-area" field reps?	2	X				
13.6.6	Is your product an integral part of the application you are proposing for the CIS?	2	X				

Ref #	Requirement Description	Priority	A	B	C	D	REF
13.6.7	Is your product integrated with your proposed CIS through standard APIs?	2	X				13.6.7

Supplemental Information for Response Requirements

Reference Number	Oracle Comment
1.1.1	An interface would be required to provide this functionality. Often customers automatically interface premise data from the source system into CC&B so that the premise information does not have to be entered into CC&B and so that it is immediately available when new service is requested.
1.1.2	Interface required
1.1.5	Interface required and new report
1.1.22	New algorithm required
2.1.1	When selecting the correct premise for a new service location, the user may search for valid entries by partial street numbers
2.1.2	Search by partial street name allows the user to find the correct spelling from existing records in the system.
2.1.7–2.1.12	Interface required
2.1.20	The Control Central portal provides a very simple query function that allows the user to search by name first before adding a new customer by that name. Results are displayed in the same window and if it is found the customer should be added as new, the new customer can be added by clicking a +, without reentering data. So, while the validation on the name is not automatic, procedurally, it is very efficient for the user to perform the search by name first and then add if necessary.
2.1.27	New deposit calculation algorithm required
2.1.30	New deposit calculation algorithm required
2.2.5	Interface required
2.2.6	Interface required
2.2.32	Custom defined fields call “Characteristics” can be defined to record special data on an account and/or Cases can be created, depending on how the restriction is detected and recorded, it can be viewed in different places on an account. Cases can be opened to record investigative steps, actions, and resolutions, allowing a full record of history to be recorded for each incident.
2.2.34	Custom defined fields call “Characteristics” can be defined to record special data on an account and/or Cases can be created, depending on how the citation is recorded, it can be viewed in different places on an account. Cases can be opened to record investigative steps, actions, and resolutions, allowing a full record of history to be recorded for each citation.
2.2.36	Letters are generated through Customer Contacts. The primary sources of customer contacts that trigger letters are via system events and algorithms.
2.2.83	New algorithm required
2.2.96	Refer to 2.2.32
2.2.119	The data fields can be masked or unmasked. A user exit would be required to restrict this by security for specific users.
2.2.123	The application allows search by partial spellings by wild card, which is usually sufficient for finding names or street names, etc. by ‘soundex’-like searches.
2.2.132	New algorithm or perhaps a Sample and Submit (feature to select and action specific records meeting input parameters) can be configured to meet this requirement.
2.2.136	New query zone required
2.2.138– 2.2.143	Route information for solid waste and recycling customers can be stored on the service point as characteristics. Characteristics are user defined fields that the utility can add to certain objects in CC&B without having to do any custom work.
2.2.145– 2.2.152	Auto cart information for solid waste service location/premises can be stored as characteristics. Refer to the above definition of characteristics.
2.2.153	New query zone required
2.2.155– 2.2.162	Bin information for solid waste service locations can be stored as characteristics. Refer to the above definition of characteristics.
3.1.2	New query zone required
3.1.6	Field activities and service orders are automatically assigned to a dispatch group by type and function. View is provided by the dispatch group for query purposes.

Reference Number	Oracle Comment
3.1.12	New query portal
3.1.15	Interface required
3.1.17	New query portal
3.1.20	Accomplished by entering an offsetting adjustment to the account.
3.1.29	New algorithm required
3.1.38	Through the use of Oracle Utilities Mobile Workforce Management (MWM) application
3.1.39	Through the use of Oracle MWM
3.1.41	Through the use of Oracle MWM
3.1.43	Through the use of Oracle MWM
3.1.48	The user can select all the pending field orders for a premise and cancel each one without leaving the portal
3.1.49	New Algorithm required
3.1.52	Through the use of Oracle MWM
3.1.54	Through the use of Oracle MWM. Orders are sequenced for each technician based on street level routing and other parameters (i.e. location, due date, appointment time, etc).
3.1.60	Printers are determined as a function of the Field Activity's dispatch group. Additional work is required during implementation to configure the system to provide the functionality to override default printer locations.
3.1.65	Requires new batch job submission parameter
3.1.67	Interface required
3.1.69	Through the use of Oracle MWM. Orders are grouped by location. The MWM solution clusters jobs for technicians for optimum efficiency.
3.1.70	Through the use of Oracle MWM
3.1.72	Through the use of Oracle MWM
3.1.73	Through the use of Oracle MWM
3.1.74	Through the use of Oracle MWM
3.1.75	Through the use of Oracle MWM. Order forms in MWM are configurable.
3.1.76	Through the use of Oracle MWM
3.1.80	The Device Test Selection page will generate field activities to test meters and items. Various selection algorithms are used to determine the criteria for selecting meters and items.
3.1.82	A meter is installed to a service point. The service point carries the physical location GIS information. An interface is required to automatically accept the GIS information or it may be manually entered.
3.1.83	Through the use of Oracle MWM. MWM will display meter location on the MWM MapViewer on the mobile computer if the latitude and longitude are passed down from CC&B with the order. If they are not, MWM will geo-code the address provided by CC&B.
3.1.84	Orders can be suspended as necessary in MWM. These orders can be rescheduled and worked at the appropriate time.
3.1.86	Multiple orders can be selected in MWM and re-assigned / scheduled to a shift.
3.1.87	Configuration of a new To-Do type would be done to notify the correct user or group of delayed service orders. This process may be managed within MWM as well.
3.1.88	Severance process, which is a process run for accounts that are in collection, can be configured to not generate cut off service orders for customers on life support.
3.1.92	Routing to devices is accomplished via interface to MWM
3.1.94	The exact output of the field order is configurable
3.1.98	This information is available through on-line query. If a report format is required, a custom report could be written or a search portal zone with download to excel can be created.
3.2.1	Interface required
3.3.2	Oracle Customer Care and Billing extracts service order information to an output file. It does not restrict or control the type of device to which this data is sent
3.3.4	As Oracle Customer Care and Billing is web browser based, it may be accessed by any web browser enabled device. The assumption here is that remote viewing work orders downloaded to a mobile application would be performed best in that application rather than CC&B
3.3.6	See 3.3.4 Work orders closed in the mobile application are interfaced back to CC&B
4.2.1	New algorithm required

Reference Number	Oracle Comment
4.2.24	The original meter read can be changed to not be used for billing purposes and the new meter read added for billing purposes.
4.2.25	Meter reads can be modified or excluded from use.
4.2.39	The standard process creates field activities to perform the device tests. Monitoring of the completion of the field activities may be accomplished in MWM, or To-Do's can be configured in CC&B to monitor completion. New algorithms would be required to monitor the status.
4.2.41	New report required
4.2.43	Codes associated with a premise, such as "Dog on Premise" can be downloaded with service orders and/or meter read instructions, such as meter locations can also be included in the download.
4.2.46	Oracle's Customer Care and Billing does produce a report that lists premises that are considered vacant but have meter readings that indicate consumption. To automatically produce an investigative Service Order would require either a new algorithm or a new Sample and Submit process.
4.2.47	A no-read or skipped read will automatically estimate if estimation is allowed. If no further action is taken, the next scheduled read will be used for billing, continuing the normal process. Alternative business processes can be implemented, such as creating a To-Do to allow manual intervention if no read is processed, or a new batch process could be created to create new meter reads. It will depend upon the utility's business process and timeliness of a re-read. A re-read can be manually generated at any time.
4.3.3	The application can accept re-sequencing of routes from external systems that perform the optimization. Routes can be combined and re-numbered (but not "optimized") within the application.
4.3.4	Technically speaking the read sequence is defined on the service point record and the meter is assigned to the service point.
4.3.6	A new Batch Process would be required to create an ad hoc meter read with special criteria.
5.1.5	A deposit is associated to an account. As the account may be associated to multiple premises and services, the deposit can be considered a 'master' deposit.
5.1.12	The Sample and Submit function would allow entry of selection criteria and development of a renewal letter based on records selected. A query portal zone might also be created.
5.1.17	New algorithm required.
5.2.3	The rating engine in CC&B can calculate average consumption based on utility defined number of historical months. This information can be displayed on a bill and the CSR can also view the average consumption by viewing a bill online in CC&B.
5.2.4	Refer to 5.2.3
5.2.5	Refer to 5.2.3
5.2.6	New query zone
5.2.9	Refer to 5.2.3
5.2.10	New portal zone required
5.2.11	Refer to 5.2.3
5.2.12	New portal zone required
5.2.18	New algorithm required
5.2.26	New To-Do and algorithm required.
5.2.36	The standard business process is to allow the bill cycle to generate the next bill. Depending upon the desired business process, a new algorithm may be required to trigger a bill based on a specific read type or action.
5.3.30	CC&B provides rate check functionality to support rate modeling with either actual or simulated consumption data. By changing the consumption amounts, this provides the user with revenue analysis and comparison. Also, Oracle Utilities Business Intelligence (OUBI) provides metrics to perform revenue analysis as well.
5.3.31	Rate check provides users with the ability to change the start and end dates to perform bill frequency analysis.
5.3.32	Rate check can be run with different rate schedules, consumption amounts, and/or start/end dates to perform various rate comparisons.
5.3.33	The system can estimate budget amounts based on recommendation algorithms determined by the utility during implementation. Several algorithms are provided with the base package.

Reference Number	Oracle Comment
5.3.34	This could possibly be handled through the rate check functionality or perhaps the Configuration Lab (or ConfigLab) that is provided with CC&B. This is a tool that serves as a test environment to compare various scenarios in another environment besides the production environment.
5.3.38	This can be handled through Oracle Utilities Business Intelligence (OUBI).
5.3.53	New algorithm required
5.2.73	CC&B includes tools that can help in covering this requirement, but some work during implementation (using the above tools) will be required. The tool, called "Sample & Submit" allows the implementation to define, via configuration, a query to select the record, and a series of update actions (at a business object level, rather than table/field level). The user will see a sample of the records selected on the screen, and can then decide whether to submit the selection for update.
5.2.80	New algorithm required.
5.4.24–5.4.30	Bill messages can be added as "permanent" or as "temporary." They can be added manually to accounts. To select groups of records for update for a specific bill message, a new batch job or perhaps a Sample Submit function could be configured.
5.4.31	Oracle Customer Care and Billing provides the data to be output to a third party bill print utility. The data required to translate to a bar code can be provided in this data file. The function of producing the bar code itself should be within the print utility.
5.4.32	An Alert is automatically generated on a cash only account. This can easily be added to the bill print when the bill print is specifically configured for the Utility.
5.4.36–5.4.39	The actual output sorting function should be performed within the bill print utility. However, the output file from CC&B can be sorted if necessary in any required order.
5.4.55	This would be a function of the print software utilized.
5.4.59	The application has the ability to designate the customer requires large print. Producing the larger font is a function of the bill print utility.
5.4.60	The application provides the function to designate the preferred language. The ability to print in different languages is a function of the bill print utility.
5.4.61	The application provides the function to record fax as the customers preferred method, the customer's fax number, and it can produce the output file. An interface to a fax utility is required.
5.4.64	The application can be interfaced to a external source to perform CASS certification
5.4.65	A report would be a function of the interface or external source.
5.4.66	The application produces the output file for the bill. Producing the bar code is a function of the print utility.
6.1.1	Interface required
6.1.12	New algorithm required
6.1.13	Interface required
6.1.32	Interface to print receipts is required
6.1.35	GL accounts are entered into the application and can be provided with labels or aliases that allow for more user-friendly logical selection within the application. These labels are used to select the proper account and provide validation within the application. Therefore, the user does not have to manually enter a string of numbers and cannot enter an invalid account label or title/alias, etc.
6.1.37	A holding account can be created in the system for this purpose.
6.1.40	Interface required
6.1.48	New query zone required.
6.1.55	A user exit or new algorithm would be required to automatically direct over payments to a different account.
6.1.68	Requires new query zone.
6.1.71	A new report or query zone is required.
7.1.8	As the product is web-browser based, a particular workstation is not recorded
7.1.25	Interface required
8.1.10	An alert can be set on the account to notify the user to not post a payment or adjustment.
8.1.14	Change to existing algorithm required
8.2.15	Report—Customer contact letter required.
8.2.16	Via configuration of collection process

Reference Number	Oracle Comment
8.2.22	Account balances are tracked at the account level and payment arrangements are associated to the account, not to specific services within the account. However, payments are applied to specific services and aged debt based on pre-defined priorities unless manually allocated.
8.2.25	Payment arrangement installments are printed with the current bill. To generate payment coupons would require extra work during implementation.
8.2.29	To generate payment coupons for a promissory note would require additional work during implementation.
8.2.31	An alert can be placed on individual accounts
8.2.34	Configuration to the collection processes would determine when delinquent accounts qualify for lien filling(s).
8.2.42	Interface required.
8.2.45	Additional payment configuration required.
9.1.2	Interface required to create the extract file.
9.1.3	Interface required.
9.2.1	Interface required.
9.3.1	Interface required.
9.4.1—9.4.3 and 9.4.5—9.4.13	The application provides for interfacing to external IVR systems. Interface programs are required to fit the exact IVR system and detailed requirements.
9.5.1	Batch extract job required.
9.5.2	Interface required.
9.5.3	The required information (9.5.3 to 9.5.8) that needs to be extracted for the collection agency file can be made part of 9.5.1.
9.5.9	This is the same extract process as 9.5.1. The extract output may be created in the utility's format of choice.
9.5.13	CC&B can keep track of the actual payment date ("effective payment date") as well as the creation date of the payment transaction within the system.
9.7.8	Meter read download extract process required.
9.7.9	Meter read upload process required.
9.8.2	Interface required.
9.9.1	Interface required.
9.10.1	Interface required.
9.10.2	Interface required. The process of storing the authorization code can be made part of this interface.

Reference Number	Oracle Comment
9.10.5	CC&B can protect customer data and perform access checks to the application. Implementers can choose to activate field-level security in order to mask or hide sensitive customer information such as social security or bank account numbers. The Utility may also choose to use its DB encryption mechanism if available when storing sensitive data in the DB. CC&B can also be configured with User Group profiles that determine whether a User has access to certain page views or can perform specific transactions within the system. Moreover, through the web server, users may be tracked and authenticated upon login. CC&B usually interfaces to a 3rd party service provider to handle credit card transactions, and therefore PCI certification is a responsibility of the service provider. CC&B does not have firewalls and network controls within the system. These mechanisms are outside of the CIS and is part of the Utility's own network management policy and protocols. Oracle does not sell firewall software and does not perform PCI audits; it must be done by a PCI Qualified Security Assessor.
9.11.5	Interface required.
9.11.11	Interface required.
9.11.12	Interface required.
9.12.1	<p>CC&B base package does not include an interface with GIS. However, many of our clients use ESRI GIS systems and have implemented some level of integration. To facilitate GIS integration, the CC&B data model allows attaching various geographical identifiers (ex. coordinates, area code, etc) to premises and service points, so they can be cross-referenced between CC&B and the GIS.</p> <p>CC&B can pass data to GIS using triggers, but this is not part of the base package (i.e. the triggers would have to be created).</p>
9.12.2	This is possible (either triggers or the GIS database or triggers on the CIS database that retrieve some information from GIS), but it is not part of the base package.
9.12.3	This is possible but it is not part of the base package. The SQL script could be made part of a plug-in or a user-exit in CC&B.
9.12.4	CC&B can retrieve data using XML (e.g. by calling a web service, if available). The call would be triggered by a portal zone (to display the data to a user) or from a plug-in or plug-in script (to include the data in some other processing).
9.12.5	Interface required.
9.12.6	Yes, through Web services (via XML Application Integration).
9.12.7	Interface required.
9.12.8	Interface required.
9.12.9	Interface required.
9.13.1	CC&B provides the ability to capture the dates as characteristics on the service point. However, an interface is required to pull the data from Hansen.
9.14.1	Payment upload process for CLB Payment Station file format is required.
9.15.1	Payment upload process for CLB's Bancotec 9500 file format is required.
9.16.1	Payment download process for Union Bank of California's file format is required.
9.17.1	Interface required.
9.18.1	Interface required.
9.19.1	Interface required.
9.20.1	Interface required.
9.21.1	Interface required.
REPORTING	It should be noted that many business processes that require exception processing are accomplished in Oracle Customer Care and Billing through on-line functionality such as creation of TO-Do's. Many times it is found that the legacy system produced a report to handle the process whereas the Oracle application handles this process on-line, eliminating the need for a report.

Reference Number	Oracle Comment
10.1.1	<p>Sample reporting is provided with the base system, utilizing stored procedures and formatting through Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports.</p> <p>Reporting with Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports</p> <p>Twenty reports are provided with the system, and they include:</p> <ul style="list-style-type: none"> ◆ Active Severance Processes ◆ Bill Print in Oracle BI Publisher and BusinessObjects™ Enterprise/Crystal Reports ◆ Billed Revenues by Rate ◆ Case Statistics By Case Type ◆ Case Statistics for a Given Status ◆ Collection Summary ◆ Customer Contacts by Type ◆ Customers with Life-Support / Sensitive-Load ◆ Field Order Print in Oracle BI Publisher and BusinessObjects™ Enterprise/Crystal Reports ◆ GL Accounting Summary ◆ Letter Print Sample Welcome Letters in Oracle BI Publisher and BusinessObjects™ Enterprise/Crystal Reports ◆ Meter Reads Performance ◆ Open Cases By Type ◆ Payments Balance ◆ Receivables Aging ◆ Tax Payables Analysis ◆ ToDo Entries ◆ Umbrella Agreement Summary ◆ Unbilled Revenues ◆ Vacant Premises with Consumption
10.1.3	<p>CC&B stores the definition of reports built using external tools such as Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports to ease the creation and allow for ad hoc report requests. The report definition may include multiple parameters, labels (for column headings and tags), and fonts, and the report is linked to an application service, thus providing security on the access to each report. For installations where Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports are being used as the reporting engine, Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports maintains its own database of reports and instances, as well as access to those objects. There is a one-to-one correspondence between Report as defined to CC&B and Report as defined in Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports. The CC&B application design provides several Oracle BI Publisher and BusinessObjects™ Enterprise/Crystal Reports templates and assumes Oracle BI Publisher or BusinessObjects™ Enterprise/Crystal Reports as the reporting engine, but efforts have been made to keep this interface open for implementation using alternative reporting engines. (Note that Oracle BI Publisher and BusinessObjects™ Enterprise/Crystal products must be purchased separately.)</p>
10.1.6	Oracle Utilities Business Intelligence (OUBI)

Reference Number	Oracle Comment
10.1.7	See 10.1.3
10.1.9	Most zones allow for the use of filters to view different subsets of the measured values. For example, a user may want to view the revenue in each period for just a single customer class—i.e. use a customer class value as a filter for the data. By using combinations of filters the user can limit the summed data to various subsets of interest.
10.1.10	For data extraction, this would be controlled by the ETL program and how it is coded. However for reporting purposes or to view different subsets of data, please see response under 10.1.9.
10.1.12	Each type of graphical portal zone available in OUBI is highly configurable; parameter settings allow each implementation to create new graphic zones that use the facts and dimensions as needed to measure specific business and regulatory KPIs (key performance indicators). Graphic types included are: traffic lights, multi-KPI zone, graphs, bar graphs, line graphs, bubble graphs, report graphs, pie charts, top X lists, dimensional scorecards.
10.1.13	Each portal zone in OUBI has a common layout, with behaviors and actions that are similar regardless of the graphic type. Those actions include an Excel download button which will deliver the current zone information to the browser in .CSV format, readable by Excel. It also includes a Print action, which formats and sends the current zone information to a printer. The print dialog box of the browser will appear for confirmation.
10.2.1–10.2.22	Report requirements.
10.3.1–10.3.5	Report requirements.
10.4.2–10.4.23	Crystal Reports or Oracle Utilities Business Intelligence (OUBI)
10.4.30	OUBI does not accommodate real time. OUBI can be classified as near real time in the case where users can configure zones to have an auto-refresh time, e.g., every 10 minutes. Such zones will re-issue the query automatically.
10.5.1	Report requirements
10.6.1	Report requirements
10.7.1–10.7.9	Report requirements.
10.7.11–10.7.14	Report requirements
10.8.1	Report requirements
10.8.4–10.8.14	Report requirements.
10.9.1–10.9.11	New query zone or report requirement.
10.9.9–10.8.17	Report requirement.
10.10.1–10.10.8	Report requirement.
10.11.1	Report requirement
10.13.1–10.13.109	Oracle Utilities Business Intelligence delivers an extendable, yet upgradeable, data warehouse product that is quick to implement. Built on the Oracle Utilities Application Framework, Oracle Utilities Business Intelligence features many powerful configuration options that allow each implementation to tailor the product to meet specific business and regulatory needs with either Crystal Reports or Oracle Utilities.
11.1.9–11.1.11	Requires further development of Web Self Service
11.1.18	It is possible to configure the Web server to only allow secure connections (via HTTPS).
11.1.21	The user workstation for the full CC&B is supported on Windows XP and Windows Vista (but not on Windows 2000). There is not a list of supported platforms for Web Self-Service users (customers connecting to see their accounts over the Internet), but no known technical limitations to using Windows 2000 or newer versions of Windows. Since the Web Self-Service, especially the look and feel, is designed to be customized for each implementation, it will be up to CLB to decide which browsers (and operating systems) they allow their customers to use to access the Self-Service site.
11.1.22	This is determined by the configuration of the Web server and not by the application. An SSL server certificate will be required.
11.1.24	This is determined by the configuration of the Web server and not by the application.
11.1.25	The Web Self-Service application is a separate Web application from CC&B and can be deployed on a separate Web server residing in a DMZ. The communication between Web Self-Service and CC&B uses Web services (over HTTP).
11.1.26	Financial transactions in CC&B Web Self-Service are not stored on the Web server; they are retrieved as needed from the CC&B database by the CC&B application server.

Reference Number	Oracle Comment
11.1.27	Credit card or bank account numbers are not stored on the Web Self-Service server; they are passed to the CC&B server via a Web service.
11.1.28	Interface required
11.1.30	An interface from the email system is required to <i>automatically</i> record an email as a customer contact.
11.1.37	Algorithm to calculate budget needs to be modified and requires further development of Web Self Service.
11.1.39	Interface required
11.1.40– 11.1.41	Requires further development of Web Self Service.
11.1.45	Requires further development of Web Self Service
11.1.47– 11.1.48	Requires further development of Web Self Service
11.1.51– 11.1.59	Requires further development of Web Self Service
11.1.61– 11.1.65	Requires further development of Web Self Service
11.1.66– 11.1.67	Interface to email system required
11.1.68	Interface required
12.1.8	Security (authorization) is defined in administrative tables in the database, and maintained through the browser interface. The access to security screens is also controlled by security, so normally only the security administrator will be able to modify those tables.
12.1.12	For authentication, the web server can be configured to integrate with the LDAP server to allow single sign-on access. For <i>Authorizations</i> we rely on user account within the application for permissions.
12.1.14	Database access is dependent on the database's security measures.
12.1.15	User ids are defined by the system administrator. If there is a specific id structure that a client wishes to follow, CC&B can accommodate this.
12.1.17	Authentication in CC&B is handled by the Web server, which may use an external authentication source such as an LDAP directory. The CC&B application does not store or see the user's password—the user only connects to the application once authenticated. Thus, the application does not see failed authentication attempts and cannot log them. It may be possible to obtain a log of failed authentications from the LDAP directory or another mechanism chosen by the City to serve as authentication source. Once authenticated, the user can access screens and execute actions in CC&B based on his / her security profile. The screens that the user is not authorized to access are automatically removed from the menus, and, in most cases, the buttons corresponding to actions that are not authorized are disabled (grayed out).
12.1.18	This can be controlled by the Web server (e.g. WebLogic) or by the LDAP server.
12.1.19	Yes, this is part of the Web server configuration. The Web session expires after a set amount of time without any user activity.
12.1.20	No, this is really controlled by the Web server and not by the application, so it is the same for all users using that server. If there are two groups of users with significantly different requirements for session time-out, it is possible to set up separate instances of the Web server (on the same physical machine) to serve those groups of users.
12.1.23	This can be managed by the configuration of the Web server or by the LDAP directory.
12.1.24	Please see 12.1.17 above.
12.1.25	This would be managed by the LDAP server (e.g. Active Directory).
12.1.27	Since the application does not store the password, it also does not know when the password will expire. If the passwords are stored in Active Directory, the user will be warned about password expiration when he or she logs into Windows.
12.1.28	This can be managed by the configuration of the Web server or by the LDAP directory.

Reference Number	Oracle Comment
12.2.5	Legacy CC&B pages do not highlight all required fields on the screen. However, the base maintenance routine of that page will throw an exception upon saving of the record. The maintenance object will pop up a message telling the user of any missing data required to process the transaction. All of these messages are application-side. The system can highlight a required field if the transaction is made part of a script. Moreover, the script can guide the user to the next field to input. If a form (UI Map) is configured using CC&B's Task Optimization Tools, additional configuration may be added to highlight (in color) required data.
12.2.8	CC&B requires certain technology products (by Oracle or by third parties) and is supported on specific versions of those products. Each CC&B release includes a list of required technology products and their versions. There is no guarantee that a new version of the required technology product will be supported for CC&B within a specific timeframe after release. The support for a new version of the technology product usually comes in a new CC&B release (i.e. existing CC&B releases are not updated to include support for a new version of the database, Web application server, or other products).
12.2.9	All batch programs delivered with the system are restartable; they either save the restart data with every commit (so in the event of a failure the program can start from the point of last commit) or they process records that are ready to be processed, based on a status or a condition in the database—so there is no risk of duplicating the updates.
12.2.10	There are no special restart / recovery procedures. The database performs automatic recovery when started.
12.2.15	We have included base-package integrations between CC&B and JDEdwards, Oracle Utilities Mobile Workforce Management (MWM). Oracle Utilities Business Intelligence includes base-package extracts from CC&B and MWM.
12.2.23	CC&B currently supports Windows XP and Windows Vista on the client workstation.
12.2.28	Administration utilities (part of the database or the disk system package) should be used to manage disk storage; the CC&B application does not manage storage.
12.2.31	CC&B includes user interface configuration tools, which allow the implementers to build client-specific screens and portal zones, and a high-level scripting language that can be used to build client-specific business logic as plug-ins and background services. The configuration tools and scripting language are included with the base product, as is a Software Development Kit that includes various scripts, checklists, programming standards, and generators. Further development can be done using industry-standard tools including Java and Eclipse, which are not included but can be downloaded directly from the vendors' Web sites. In some cases development can be done in COBOL; the COBOL compiler is not delivered as part of the base package but can be purchased from MicroFocus. Most implementations require a report writer, such as Oracle BI Publisher or Crystal Reports. The report writer is not included in the base package of the application, but can be purchased as a separate line item.
12.2.37	Use of efficient access paths and optimistic locking is designed with all transactions in mind including simultaneous online and batch transactions.
12.2.39	CC&B application uses Hibernate, and object-relational mapping tool, to connect to the database.
12.2.46	DBA tools should be used to perform database maintenance tasks.
12.2.55	Oracle will work with the City of Long Beach to help them achieve compliance with new regulations in a timely fashion. We are unable to guarantee a specific date for availability of enhancements without knowing the nature of the requirement or the available time and other circumstances.
12.2.56	Please see 12.2.55 above.
12.2.59	CC&B keeps a log of patches, or single fixes, applied to a CC&B installation.
12.3.6	Via the Characteristics (user defined fields), the application can reference a link to the imaged document or attachment.
12.3.7	The base product cannot accommodate this, however via Portal configuration and scripting, the client can accommodate this with simple SQL scripting to show broken links or orphans.
13.4.5	Order forms in MWM are configurable. An order form can be configured during the project to capture the necessary data.
13.4.6	Order forms in MWM are configurable. An order form can be configured during the project to capture the necessary data.

Reference Number	Oracle Comment
13.4.7	The Oracle MWM solution allows mobile users to create new orders in the field through the use of the pickup order function.
13.5.1	Through the use of Oracle MWM Timesheets.
13.5.2	Through the use of Oracle MWM Timesheets.
13.5.3	Tracking designed versus actuals can be configured into the order form.
13.5.4	Order forms in MWM are configurable. An order form can be configured during the project to capture the necessary data.
13.5.5	Hours onsite can be calculated based on the onsite time and the complete time. This can be calculated and displayed in any standard reporting tool.
13.5.6	Vehicle mileage is captured at logon and logoff time.
13.5.7	Order forms in MWM are configurable. An order form can be configured during the project to capture the necessary data.
13.5.8	Order forms in MWM are configurable. An order form can be configured during the project to capture the necessary data.
13.6.1	Certain functions in MWM are not integrated to CC&B based on best use practices. Supported processes are identified below.

TAB 5: COST SECTION

5.1 COST OF SOFTWARE AND SUPPORT SERVICES

5.1.0 Financing Information and Managed Services Offerings

Note the following Requirement: For each of the cost sections below or for the Total Combined Cost of Products, Annual Maintenance/Support and Implementation Services the Vendor shall provide detailed information concerning the type of financing options that are offered to CLB under this proposal. This information should include at a minimum; (1) interest rate, (2) duration or term being offered, (3) payment terms and (4) financing source.

CLB is considering contracting for Managed Services to assist the City in the implementation and ongoing production maintenance/support. Provide a Narrative description of the CIS application Managed Services (e.g., operations, database administration, system administration, query/ad hoc reporting, performance tuning, etc.) you would be able to offer CLB and then provide the annual itemized cost of those services in the cost table below.

Description of Service	Fixed Cost During Implementation	Annual Cost During Production
<p>Functional Support – Most CC&B customers maintain continuity in a post production, steady state environment by keeping 1 - 2 (2 FTEs to ensure adequate backup coverage) Core Team members on for CC&B functionality support. This support typically is as follows:</p> <ul style="list-style-type: none"> • Application liaison for the business community, providing 2nd level functional knowledge and support • Ongoing application configuration and maintenance • New features and enhancement configuration • Ongoing report and query support • Application Security – setup/maintain profiles 	\$17,600 per month	\$211,200 per year
<p>Technical/Application Operations Support – Technical/Ops support for CC&B generally centers on the DBA and System Software Administrator function. One DBA and one OS Admin (2 FTEs to ensure adequate backup coverage) to ensure the application is technically operating as efficiently and effectively as possible. This support typically is as follows:</p> <ul style="list-style-type: none"> • Routine Data Base Admin functions such as but not limited to: performance monitoring, backup and other housekeeping, running statistics for effective access path selection and data storage planning • Daily batch cycle support such as cycle schedule adjustments, file archive/purge • Application server support and monitoring such as 	\$26,400 per month	\$316,800 per year



thread pool maintenance, transaction server load balancing • Application security – technical aspects such as LDAP		
Total	\$44,000 per month	\$528,000 per year

The Vendor may include any additional price sheets or pricing information as deemed necessary to fully inform CLB of all costs and options associated with the CIS Project.



5.1.1 Application Software

Indicate below the cost of the products, including application software, database, and third party software, included as part of this proposal.

APPLICATION	One-Time Base Pkg License Fee	SUPPORT & MAINTENANCE COSTS/YEAR FOR EACH APPLICATION				
		1st Year	2 nd Year	3 rd Year	4 th Year	5th Year
Oracle Utilities Customer Care & Billing Standard Edition (CC&B) Oracle Utilities Customer Care & Billing Standard Edition (CC&B) license fee based on assumption of 177,500 customers, of which 95% are residential customers. CC&B is priced at different per customer rates for residential and commercial and industrial customers.	\$775,320	\$170,570	\$175,687	\$180,958	\$186,387	\$191,979
Oracle Utilities Customer Care and Billing Extractors and Schemas Note: based on 177,500 customer accounts	\$88,750	\$19,525	\$20,111	\$20,714	\$21,335	\$21,975
Oracle Utilities Business Intelligence Standard Edition Note: based on an enterprise license for City of Long Beach	\$103,500	\$22,770	\$23,453	\$24,157	\$24,882	\$25,628
Oracle Utilities Mobile Workforce Management Standard Edition Note: Based on per user license of 40 users, Oracle's minimum licensing to cover the 35 users referenced in the RFP.	\$86,400	\$19,008	\$19,578	\$20,165	\$20,770	\$21,393
Oracle Utilities Mobile Workforce Management Extractors and Schemas Note: Based on per user license of 40 users, Oracle's minimum licensing to cover the 35 users referenced in the RFP.	\$28,800	\$6,336	\$6,526	\$6,722	\$6,924	\$7,132
Micro Focus Net Express for CC&B Note: 1 user license for development.	\$2,700	\$594	\$612	\$630	\$649	\$668
Micro Focus Server Express for CC&B Note: 1 user license for development	\$2,175	\$479	\$493	\$508	\$523	\$539
Oracle Database and Weblogic Servers for system infrastructure Note: City of Long Beach can acquire Oracle technology software through the County of Los Angeles contract with Oracle, ref: LA County Master Agreement OLSA-1017086-15-APR-2007. This contract has specific	\$300,000	\$66,000	\$67,980	\$70,019	\$72,120	\$74,284



APPLICATION	One-Time Base Pkg License Fee	SUPPORT & MAINTENANCE COSTS/YEAR FOR EACH APPLICATION				
		1st Year	2 nd Year	3 rd Year	4 th Year	5th Year
discounts available to Long Beach.						
Note – All maintenance amounts for year 2-5 are estimates based on a 3% escalation per year						
Total Cost	\$1,387,645	\$305,282	\$314,440*	\$323,873*	\$333,590*	\$343,598*
Optional: Cost of Managed Services for years 1 through 5	See table Section 5.1.0					
Oracle Financing, 5 year payment plan for technology Software See notes on Oracle technology software financing. Based on City of Long Beach's reference of LA County contract						
Oracle Financing, 5 year payment plan for Software. See notes on Oracle Utilities software financing.	\$242,000	\$242,000 each year				
Oracle Financing, 5 year payment plan for Implementation costs assuming \$3,000,000 See notes on implementation financing.	\$667,000	\$667,000 each year				

General Notes:

- +Software license fee and 1st year maintenance are due as part of the initial transaction, unless financed.
- +Maintenance in subsequent years is can range from 0 to 2% for the 2nd year, 0 to 2% for the third year, 0% to 2% for the 4th year, and 0% to 4% for the 5th year. Table above has been calculated at 3% escalation for illustration purposes.
- +License pricing is based on the assumption that the applications will be purchased together via contract before May 1, 2010.

*All maintenance amounts for year 2-5 are estimates based on a 3% escalation per year.

Oracle Financing Notes Oracle Utilities Software:

Market Rate bundled within software payments.
 Payment net 30
 Subject to Oracle's credit approval and the execution of mutually acceptable documentation.
 Sales taxes, if applicable, are not included.
 Assumes a May 2010 close date.
 This proposal expires May 1, 2010.



Until contract execution, payment amounts are subject to change due to changes in credit and economic conditions.

Oracle Financing Notes Oracle technology Software:

Financing can be provided upon Long Beach confirmation of leveraging the LA County Oracle technology contract.

Oracle Financing Notes Software:

Market Rate: 5.5%

Subject to credit approval and the execution of mutually acceptable documentation.

Sales taxes, if applicable, are not included.

Oracle Financing will establish a Line of Credit Facility for 3rd Party consulting fees.

Consulting invoices will be funded as the services are delivered and accepted by CLB.

This proposal expires May 1, 2010.

Until contract execution, payment amounts are subject to change due to changes in credit and economic conditions.

5.1.2 One Time Implementation Services Cost Summary

Indicate below the implementation services included as part of the proposal package.
Note costs by area of service & remember to use inclusive hourly rates.

Service Category	Hours	Blended Hourly Rates	Total Cost
1. Software Installation	72.00	\$202.67	\$14,592.00
2. Business Process/Gap Analysis	2,016.00	\$177.52	\$357,888.00
3. Table Set-up/System Configuration	1,008.00	\$196.29	\$197,862.00
4. Data Conversion	1,944.00	\$185.58	\$360,768.00
5. Interface(s) Provided	5,480.00	\$81.91	\$448,870.00
6. Customization/Modifications	2,088.00	\$82.27	\$171,774.00
7. Report/Query Development	1,200.00	\$102.00	\$122,400.00
8. Testing/Testing Support	3,312.00	\$138.13	\$457,494.00
9. Training	1,280.00	\$236.46	\$302,670.00
10. Post Implementation Support	720.00	\$188.92	\$136,020.00
11. Other – Project Management	2,640.00	\$199.82	\$527,520.00
12. Other - Project Kickoff and Initiation	360.00	\$188.92	\$68,010.00
13. Other - Technical Services and Support	1,008.00	\$208.36	\$210,024.00
14. Other - Business Process Change Documentation	522.00	\$153.17	\$79,953.00
15. Other - Project Quality Assurance	108.00	\$253.33	\$27,360.00
16. Other - Oracle Mobile Workforce Management	2,986.50	\$179.73	\$536,765.00
Total Cost of Base Implementation Services	26,744.50	\$150.31	\$4,019,970.00
17. Managed Services (Cost during implementation only) – 4 FTE's (2 Functional, 2 Technical)	8,000.00	\$132.00	\$1,056,000.00
Total Cost of Implementation with Optional Managed Services	34,744.50	\$146.09	\$5,075,970.00

Please note that as requested – these cost figures INCLUDE FIXED PRICE CONTINGENCY, TRAVEL AND EXPENSES

5.1.3 Itemized Interface Costs

Name of Interface and Referenced Functional Requirement	Fixed Cost
GIS	\$58,975.62
Avg Daily Temp/Degree Days	\$6,552.85
Credit Bureau/Equifax	\$13,105.69
Field Order Print	\$19,658.54
Letter Extract and Print	\$13,105.69
Bill Print	\$19,658.54
Cashiering	\$39,317.08
FAMIS - G/L	\$6,552.85
FAMIIS - A/P	\$6,552.85
Collection Agency Extract	\$6,552.85
Collection Agency Update	\$13,105.69
Advantex	\$19,658.54
Address Verification/CASS	\$19,658.54
FAMIS - extract/load labor cost	\$9,829.27
Meter Read Upload	\$9,829.27
Meter Read Download	\$9,829.27
Mecury Telemetry	\$6,552.85
IVR	\$19,658.54
Payment Upload	\$36,040.66
CTI	\$9,829.27
Credit Card Auth and Payment	\$9,829.27
Lotus Notes/Domino Integration	\$13,105.69
Hansen	\$19,658.54
LaserFiche Document Management Interface	\$9,829.27
Zonar Interface	\$9,829.27
Snap Prover Interface	\$9,829.27
External Email Integration	\$6,552.85
External SMS Integration	\$6,552.85
Customer Web Self Service	\$19,658.54
Total Cost of all Interfaces	\$448,870.00

Interface cost included as line 5 of Table 5.1.2 above.

5.1.4 Itemized Cost for All Proposed Enhancements and Modifications

Req	Description	Type	Fixed Cost
1.1.22	Given the above question, will your product automatically issue a Service Order to turn on the service at a "Requested Off" location on the resume service date?	New algorithm required	\$6,581.38
2.1.27	a. Meter size?	New deposit calculation algorithm required	\$3,290.69
2.1.30	d. Based on ERU's and ERC's?	New deposit calculation algorithm required	\$3,290.69
2.2.83	Does your product automatically generate a "same day service" Service Order and add the same day service charge (currently a flat fee) to the customer's account when a CSR indicates (via the system) that a customer has requested same day start service?	New algorithm required	\$6,581.38
2.2.132	Can your product track payment history on accounts and automatically generate a bill message for "poor paying" accounts that another late payment will require the customer to pay a deposit?	New algorithm or perhaps a Sample and Submit (feature to select and action specific records meeting input parameters) can be configured to meet this requirement.	\$3,290.69
2.2.136	Does your product provide a CSR "lookup" history indicating at least the last five accounts/customers/premises that the CSR has accessed?	New query zone required	\$1,974.41
2.2.153	Does your product provide the ability for a user to determine the location of an auto cart or bin by using an online serial number "look up" feature?	New query zone required	\$1,974.41
3.1.2	Does your product provide information (in something other than comment field) to customer service representatives regarding the number of times a billing verification Service Order has been requested (e.g., reread, re-inspection fee for refuse, meter test services, audits or other specific Service Order types to be defined by the user)?	New query zone required	\$1,645.34
3.1.12	j. View by reading route?	New query portal	\$1,645.34
3.1.17	o. View by Meter Number?	New query portal	\$1,645.34
3.1.29	Does your product have a feature to require a fee payment prior to initiating some Service Order types (e.g., connection fee prior to meter set)?	New algorithm required	\$3,290.69

Req	Description	Type	Fixed Cost
3.1.49	a. Reverse fees or refund deposits if applicable?	New Algorithm required	\$6,581.38
4.2.1	CLB bills water, wastewater, and reclaimed in increments of 100 cf. Meter readings are not rounded. 100 cf equals one billing unit. Does your product recognize user defined billing units (as above) for billing calculation purposes?	New algorithm required	\$16,453.45
4.2.39	If a backflow device inspection date is thirty days past due and not completed, does your product generate a management directed work list to perform the inspection?	The standard process creates field activities to perform the device tests. Monitoring of the completion of the field activities may be accomplished in MWM, or To-Do's can be configured in CC&B to monitor completion. New algorithms would be required to monitor the status.	\$13,162.76
4.2.46	Does your product automatically produce an investigative Service Order triggered by meter reading indicating consumption on a meter that is inactive (off)?	Oracle's Customer Care and Billing does produce a report that lists premises that are considered vacant but have meter readings that indicate consumption. To automatically produce an investigative Service Order would require either a new algorithm or a new Sample and Submit process.	\$6,581.38
4.3.6	Does your product provide the user the ability to create and download a special meter read route for ad hoc purposes (e.g., rereads, check reads, etc)?	A new Batch Process would be required to create an ad hoc meter read with special criteria.	\$13,162.76
5.1.17	Does your product automatically calculate deposits based on a combination of meter size and Service Types?	New algorithm required.	\$9,872.07
5.2.6	a. Premises?	New query zone	\$3,290.69
5.2.10	Does your product calculate the average billed amount from the Premises start date to the last bill date for less than 12 months of usage?	New portal zone required	\$3,290.69
5.2.12	Does your product calculate average billed amount for a user-defined period?	New portal zone required	\$3,290.69
5.2.18	a. Premises Type?	New algorithm required	\$6,581.38
5.2.26	Does your product send notification to the meter reading group when there have been two consecutive estimates for a Premises/meter?	New To-Do and algorithm required.	\$11,517.41
5.2.53	Does your product calculate a leveled billing amount based on a 12 month rolling period average?	New algorithm required	\$6,581.38

Req	Description	Type	Fixed Cost
5.2.73	Can your product process a global change to mailing addresses for all the records in the system (e.g., zip code or street name change)?	CC&B includes tools that can help in covering this requirement, but some work during implementation (using the above tools) will be required. The tool, called "Sample & Submit" allows the implementation to define, via configuration, a query to select the record, and a series of update actions (at a business object level, rather than table/field level). The user will see a sample of the records selected on the screen, and can then decide whether to submit the selection for update.	\$3,290.69
5.2.80	Can your product flag a historical reading to exempt it from any type of average calculation performed by the system?	New algorithm required.	\$6,581.38
6.1.12	For the in house processing of a payment on an account (walk-in customer) that has been sent to the collection agency, does your product calculate a user defined collection fee (currently 17.9%) and add that to the amount due from the customer?	New algorithm required	\$6,581.38
6.1.48	g. Old Legacy System Account Number?	New query zone required.	\$3,290.69
6.1.55	b. Automatically apply any overpayment of a specific user defined amount to a voluntary contributory account?	A user exit or new algorithm would be required to automatically direct over payments to a different account.	\$6,581.38
6.1.68	e. Transaction time?	Requires new query zone.	\$3,290.69
6.1.71	b. Utility charge type?	A new report or query zone is required.	\$3,290.69
8.1.14	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user specified minimum balance (currently \$25.00)?	Change to existing algorithm required	\$3,290.69
	Total Cost of Enhancements and Modifications		\$171,774.00

Enhancement and modifications costs included as line 6 in Table 5.1.2 above.

5.1.5 Itemized Training Costs

List below, by course, number of sessions proposed, the maximum number of attendees per session, the total hours, and total cost of the proposed training services.

Course	# Sessions	Maximum Attend.	Total Hours	Total Cost
Project Team Training				
Project Team Orientation (PTO)	1	N/A	16	\$3,648.00
Functional Implementation Training (FIT)	2	15	192	\$43,416.00
CC&B Report Integration	1	6	40	\$9,120.00
Batch Processing	1	6	8	\$2,184
End User Training				
Training Requirements Analysis	N/A	N/A	120	\$26,760.00
Training Material Development	N/A	N/A	680	\$137,640.00
CC&B Overview	12	15	96	\$22,008.00
Billing	4	15	32	\$9,336.00
Customer Information / CSR	5	15	40	\$13,920.00
Payments	2	15	8	\$4,584.00
Field Activities	4	15	16	\$6,168.00
Credit & Collections	2	15	8	\$4,584.00
Meter and Read Management	5	15	24	\$7,752.00
Cost Printed Materials – End User	N/A	N/A	N/A	\$11,550.00
Total Cost of Required Training				\$302,670.00

Required Training costs are included as line 9 in Table 5.1.2 above.

Optional Training courses are listed below.

Course	# Sessions	Maximum Attend.	Total Hours	Total Cost
Optional Training				
SA Type Configuration	1	6	24	\$4,320
Rate Engineering	1	6	24	\$4,320
Credit & Collection Configuration	1	6	24	\$4,320
Cool Tools Configuration	1	6	80	\$14,400



Total Cost of Optional Training				\$27,360.00
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TAB 6: PRODUCT DESCRIPTIONS

This section contains information on the following topics:

- Oracle Utilities
 - Customer Care and Billing
 - Mobile Workforce Management
 - Business Intelligence
- Pitney Bowes
 - MailStream Plus
 - Customer Communication Management
 - DOC1 Series 5
 - CC&B Bill and Letter Templates

ORACLE UTILITIES

Oracle Utilities Customer Care and Billing Product Description

Oracle Utilities Customer Care and Billing is a functionally rich, highly efficient system that handles every aspect of utility customer information—service connections, meter reads, rating, billing, and more—while also undertaking associated functions that include payment processing, collections, field service, and meter management.

With its modular architecture and unmatched configurability, Oracle Utilities Customer Care and Billing evolves with business demands, minimizing cost and risk. The product can support multiple services, including non-energy/non-utility services. It will help CLB to maximize revenue, create cost efficiencies, and respond to market change. Oracle Utilities Customer Care and Billing can scale from a few thousand to many millions of customers. Upgrades are quick and easy. And the product is backed by an unparalleled track record of implementation success. As a result, CLB can reliably meet market windows and regulatory deadlines while enjoying a low total cost of ownership and a high return on investment.

The following sections describe key features of the Oracle Utilities Customer Care and Billing architecture, a framework that defines the most versatile functionality and the most rigorous upgradeability standards in the industry, allowing CLB to provide flexible support for its changing business requirements, while having the ability to upgrade its software quickly and easily in the future.

Foundation

The Foundation components provide the basic administration functionality in the system, as described in the following subsections.

Leading-Edge Application Framework

Oracle Utilities Customer Care and Billing incorporates a component-based framework built on a fully normalized data structure that includes the following features:

- ◆ Meta-data controls the database structure and business rules:
 - Reduces human programming requirements.
 - Simplifies upgrades.
- ◆ Fully normalized database:
 - Easy to understand, access, and maintain.
 - Much faster conversion.
 - Faster performance.

- Simplified transfer of data to a data warehouse (which can then be non-normalized for queries).
- ◆ Entirely table-driven structure, in which Oracle Utilities Customer Care and Billing defines values in control tables that manage every aspect of the application’s behavior. Examples include:
 - The algorithms embodied in the rates.
 - The general ledger accounts affected by the bills.
 - The order in which partial payments are distributed against the account debt.
 - The type of field order created to start or stop service.
 - The processes for cutting service to important customers or customers with life support equipment.
 - The user who receives the “To Do” entry when a work process advances to the next stage.
 - Expansions to the data model.
- ◆ Parallel background processes ensure scalability. All high-volume background processes can be easily configured to run in as many parallel threads as are needed to meet the most stringent timing requirements. All these processes can be automatically restarted, eliminating costly database restorations in case of system failure.
- ◆ The product’s framework defines the most rigorous upgradeability standards in the industry, allowing clients to upgrade their software quickly and easily.
- ◆ The “single fix strategy” allows CLB to apply only the critical fixes it needs, quickly and safely, while providing for planned rollup releases to stay current.

Meta-Data, Templates, and Upgrade Tools

Oracle Utilities Customer Care and Billing features a “model-driven” architecture that employs:

- ◆ Meta-data to control the database structure and business rules;
- ◆ Templates to generate the business object logic; and,
- ◆ Meta-SQL to define the Structured Query Language (SQL) calls embodied in the business objects.

The meta-data and templates embody the core program structure, reducing the possibility of human error and simplifying the upgrade process.

Oracle Utilities Customer Care and Billing is designed to evolve technically, so that CLB can stay current with technology trends. The system includes upgrade tools that can:

- ◆ Identify the changes made to the original base product for CLB’s specific implementation.
- ◆ Compare those changes to the enhancements in the new version of the base product.

- ◆ Integrate the database changes into the new product schema and convert the data.
- ◆ Integrate CLB's modified business rules into the new product business objects.

Componentized, Table-Driven Architecture and Algorithms for Easy Configuration

Oracle Utilities Customer Care and Billing is table and algorithm-driven. Algorithm components give users, instead of IT staff, complete control of the business functions. The major benefits of this approach include:

- ◆ The power to change system behavior with simple table changes.
- ◆ Easy-to-test configuration changes.
- ◆ Reusable business logic.
- ◆ Low risk and low cost to upgrade, since base product code is not changed.

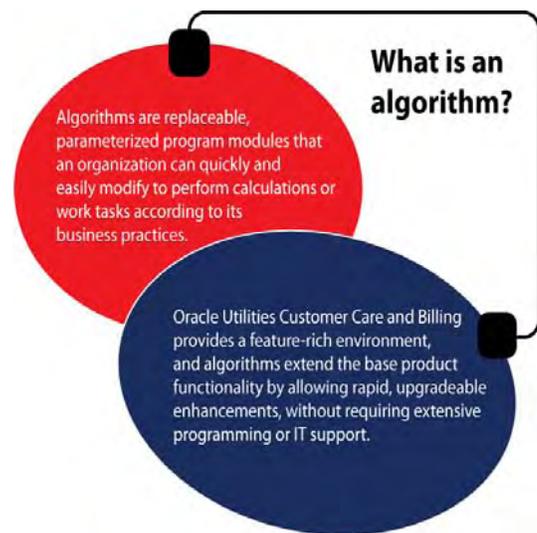
That means users can define rules (as algorithms) and identify which algorithm to use for specific business tasks (such as bill printing or interest calculation) via control tables. For example, CLB can call specific algorithms to complete tasks its way, using its own work processes.

With Oracle Utilities Customer Care and Billing, Oracle provides a comprehensive library of functional algorithms, and all common business processes can be handled so that CLB will very rarely need to build new algorithms, and only when it has an unusual business requirement.

The algorithm functions that Oracle ships with Oracle Utilities Customer Care and Billing are also very flexible. That means users can define rules (as algorithms) and identify which algorithm to use for specific business tasks (such as bill printing or interest calculation) via control tables. CLB can call specific algorithms to complete tasks its way, using its work processes, including for example:

- ◆ Creating and assigning rates.
- ◆ Calculating, creating, and printing bills.
- ◆ Calculating the interest on customer deposits.
- ◆ Creating debt categories and Credit & Collections rules.
- ◆ Cutting off the customer's service for nonpayment.
- ◆ Calculating the recommended budget

Componentized interfaces will allow CLB to use different interface options for different types of customers and direct-access parties.



With Oracle Utilities Customer Care and Billing, CLB can configure the product; CLB doesn't customize or change the code.

Advanced Technology and Browser-Based User Interface

Oracle Utilities Customer Care and Billing is a renovation of Oracle's proven customer management business rules, now enhanced to use dynamic HTML (DHTML), a Web browser interface, and an XML-based communications messaging backbone. The enhanced technical architecture offers the following advantages:

- ◆ The browser user interface uses DHTML and JavaScript to communicate with the server.
- ◆ The application business rules have been rewritten in COBOL and Java. These rules can be:
 - Invoked via Enterprise JavaBeans on the Web server
 - Called directly from background process drivers

Oracle Utilities Customer Care and Billing makes extensive use of the Extensible Markup Language (XML) to enhance system communication and facilitate the process of developing interfaces to share data with third-party systems. The system supports third-party Application Programming Interfaces (APIs) via XML—any task that users can execute through a Web browser, a third-party system can execute using XML.

Users can also customize the user interface screens by adding User-Defined Characteristics to allow them to track additional data required for their work processes. Users can also add tables to the system database as needed.

User-Defined Portal and Dashboard

The product includes a user-defined portal and an always-visible dashboard that allows users to customize the user interface and makes general information available throughout the system. This allows users to change the way the system displays information to best suit the users' roles and the way they deal with customer issues. The system includes a significant number of content "zones" that users can define, including such aspects as:

- ◆ Account information.
- ◆ Activity history.
- ◆ Alerts.
- ◆ Bill history graph.
- ◆ Financial and payment history.
- ◆ Premise information.
- ◆ Service agreement (contract) information.

The user interface also offers a common portal called the "dashboard" that is visible at all times as the user navigates through the system. The dashboard gives users rapid access to their

favorite screens and also offers simplified navigation. The system includes a significant number of content zones for the dashboard, including zones for:

- ◆ User-defined favorites (such as navigation links)
- ◆ Current focus or content information (such as the customer name, address, or account data)
- ◆ An open customer contact area (to allow users to enter notes as they navigate through the system to different pages).

Users can define additional content zones as needed, and these zones are fully upgradeable.

Oracle Utilities Customer Care and Billing provides tools that allow CLB's users to build and define their own content zones using their existing services or external applications. The content zones are displayed from standard XML documents, encoded using Extensible Stylesheet Language Transformations (XSLT).

Security

Oracle Utilities Customer Care and Billing includes a comprehensive security engine that can be used to assign users to groups with specific levels of access to the system. Users may belong to multiple user groups, and they automatically receive the highest level of access that any of the user groups provides to a particular service. Oracle Utilities Customer Care and Billing maintains security at the:

- ◆ Action level, which permits security administrators to define which actions user groups may execute for each transaction.
- ◆ Field level, which uses system security tables to define and enter field-level security privileges to specific user groups and transactions. Users are assigned codes that are tracked when users exit a transaction; Oracle Utilities Customer Care and Billing automatically rejects invalid updates to the specified fields.
- ◆ Account level, which restricts access to specific accounts. This is useful in protecting important accounts from accidental update by unauthorized users and in convergent billing applications (where a company wants to restrict the access of third parties for which they are providing billing services). This security level is an optional addition to other levels of security.

Many organizations use Lightweight Directory Access Protocol (LDAP) for defining user security. This integration feature allows LDAP user and group definitions to be imported into Oracle Utilities Customer Care and Billing. Once imported, all Oracle Utilities Customer Care and Billing user and group functions are available. If a new user is defined in LDAP and connected to various user groups, that user can be imported into Oracle Utilities Customer Care and Billing, along with all the groups to which the user belongs. Likewise, if a new user group is created in LDAP, the user group can be imported into Oracle Utilities Customer Care and Billing along with its population of users. This feature reduces the maintenance burden of user security for those clients making use of LDAP.

User-Defined Fields, Work Process Orchestration, and Business Process Assistant

User-defined fields increase the versatility by allowing users to modify the screen menus to capture data in addition to that already captured in Oracle Utilities Customer Care and Billing, and the consolidated user interface means that users can do many tasks from a single window. The product provides:

- ◆ Streamlined “start service” and “stop service” processing, including:
 - A user-defined catalog of “start service” options
 - Automatic back-to-back processing
- ◆ Use of graphical trees to show the relationships between CLB’s customers and their services.
- ◆ Hyperlinks between all of the windows for simplified navigation.
- ◆ Work process orchestration capability to manage multi-step business processes that involve multiple users, such as direct-access (customer choice) service requests. This functionality allows the system to notify users when a specific milestone has been completed or when the next stage in the process is ready to begin.
- ◆ An interactive Business Process Assistant scripting tool to assist users with common tasks by providing a structured process for prompting the user through all of the steps involved. Online “To Do” lists help users and administrators manage both customer- and system-oriented tasks.

Conversion Toolkit

The Conversion Toolkit supports the conversion of legacy data in a safe, easy-to-use, scalable, and repeatable manner. The Toolkit uses a layered approach, in which legacy data is loaded into a staging layer that serves as a work area for assembling and validating everything required by the system. Once the data set is fully composed and determined to be valid, it can be moved to the production environment. Data can be moved incrementally and can also maintain a “link” between the Oracle Utilities Customer Care and Billing data and the original legacy data key.

XML Application Integration (XAI) Toolkit

The XML Application Integration (XAI) Toolkit assists in integrating Oracle Utilities Customer Care and Billing with other applications—between businesses, across organizational boundaries, and regardless of the platforms or operating systems used. XAI provides an integration platform to:

- ◆ Integrate Oracle Utilities Customer Care and Billing with Customer Relationship Management (CRM) systems.
- ◆ Provide information feeds for Web-based customer portals.
- ◆ Fit seamlessly with Web-based applications.

- ◆ Facilitate fast implementation of batch interfaces.
- ◆ Integrate with other XML-compliant enterprise applications.

The XAI Toolkit exposes Oracle Utilities Customer Care and Billing business logic as a set of XML-based Web services (XML wrapped in SOAP envelopes). The service can be invoked by different transport methods, such as Hypertext Transfer Protocol (HTTP) or Java Message Service (JMS). Consequently, any application or tool that can send and receive XML messages and documents can access the rich set of Oracle Utilities Customer Care and Billing business objects. This makes Business-to-Business (B2B) or Business-to-Consumer (B2C) integration with other enterprise applications, as well as the setup of Web portals, simple and straightforward.

The XML support also includes:

- ◆ *The Schema Editor.* To facilitate the process of exposing Oracle Utilities Customer Care and Billing business objects as XML schemas, the XAI Toolkit provides the Schema Editor, a graphical tool to create, import, and maintain schemas. The Schema Editor provides automated wizards to allow users to import schemas residing in existing data structures and documents. The Schema Editor can import schemas from Oracle Utilities Customer Care and Billing business objects, ODBC data sources, and sequential files.
- ◆ *The Multi-Purpose Listener (MPL).* The MPL is a multi-threaded Java server that constantly reads XML requests from various external and internal data sources, such as a Java Message Service (JMS) message queue or the staging upload and download tables. The MPL can be used to process inbound messages (those sent by an external application to invoke an Oracle Utilities Customer Care and Billing service) or outbound messages (those sent by Oracle Utilities Customer Care and Billing to external applications). The MPL uses different receivers to process messages from different data sources.
- ◆ *XAI Real-Time Outbound Messaging.* The XAI Toolkit includes a real-time engine that supports synchronous messages. This message engine is designed to send out XML messages in real time and wait for a response.

Advanced Product and Contract Management Support

Oracle Utilities Customer Care and Billing's advanced table-driven structure can allow users to define virtually any type of product or service, including bundles of products, and to support even the most complex pricing rules for them. The system can support products and services with:

- Consumption-driven pricing.
- Time-of-use pricing.
- Fixed pricing.
- Prepaid or "pay in advance" products.
- Discounting.
- Special pricing for marketing offers.

- Quotations.
- *And more!*

Oracle Utilities Customer Care and Billing supports versatile, wide-ranging ways to define cross-product discounts, including many sophisticated scenarios, and to manage the accounting rules associated with these discounts. In particular, Oracle Utilities Customer Care and Billing supports discounts whose applicability can only be determined after all initial charges are calculated and then examined, such as a cross-product discount that gives the customer a percentage discount if the sum of the billable charges in a period exceeds a specified amount.

In an increasingly unregulated and competitive environment, many companies like CLB need the ability to create forward-looking estimates of usage charges from various suppliers. Oracle Utilities Customer Care and Billing provides this functionality by creating “proposal service agreements” that can be used to generate sophisticated quotes to potential customers, using the full range of contract terms and conditions. Using processes similar to those of a standard service agreement (service contract), Oracle Utilities Customer Care and Billing can generate bill data for the proposal using existing rates and service quantities as specified in a billing scenario; Oracle Utilities Customer Care and Billing then gathers the bill data together as a quote to the customer. Users can create multiple quotes with different terms as necessary.

Oracle Utilities Customer Care and Billing provides service credit functionality to support a wide range of programs that involve customer membership, where credits are accumulated through paid usage (for example, capital credits for cooperatives, and loyalty programs). In Oracle Utilities Customer Care and Billing, each account may be linked to one or more service credit membership(s), which Oracle Utilities Customer Care and Billing uses to monitor financial transactions on the account that apply to the membership. The membership can have multiple financial “events” over time, and these events record financial transactions linked in some way to the membership.

The credit units do not have to be in a currency amount; these can be specified as “frequent user points” or any other unit. This allows Oracle Utilities Customer Care and Billing to support a wide range of programs where the effects are not necessarily monetary.

Oracle Utilities Customer Care and Billing provides conservation program functionality to support initiatives where customers may, for example, obtain rebates for newly purchased equipment or hardware that are rated to conserve demand for energy. To redeem their rebates, customers may have to submit an application, complete with receipts, which will be verified and assessed by the company.

In Oracle Utilities Customer Care and Billing, a conservation program has rebate definitions that define the rebate amounts and energy savings for different types of products. When a customer submits an application, a user will create a rebate claim against the customer’s account to process the application. Once an application has been successfully processed, an adjustment is created automatically for the required rebate amount to credit the customer.

Support for both Regulated and Competitive Environments

The highlight of Oracle Utilities Customer Care and Billing is that it empowers energy service providers to respond to the challenges of both the traditional regulated and emerging competitive (deregulated) energy environment by allowing them to:

- Focus on customer service
- Broaden their visions of innovative products and services
- Implement an extensible, open system that can grow as the market requirements change

Utility and energy service providers are constantly assessing market trends and customers' need for new services; they can then either offer the new services directly or form partnerships with other vendors. Oracle Utilities Customer Care and Billing allows CLB to maintain a single “point of contact” to the customer. Its flexible rate functionality can accommodate virtually any rate structure, whether in a regulated or a competitive market.

Globalized Support for Multiple Languages and Multiple Currencies

Oracle Utilities Customer Care and Billing provides full table-driven support for multiple currencies (including the Euro) and multiple languages. Users can switch between languages on the screen windows, messages, and bills easily and as needed.

Multi-Jurisdiction and Multi-Company Support

Oracle Utilities Customer Care and Billing fully supports multiple jurisdictions and multiple companies. The system can allow CLB to define different business rules for each jurisdiction and each company—including different languages, products, prices and rates, taxes, billing and payment options, and C&C workflows—to support operations in multiple states and multiple countries. The system also supports cross-jurisdictional aggregation and taxes.

Call Center and CRM Integration

Oracle Utilities Customer Care and Billing is an integrated, enterprise-wide customer care and channel management product that meets the needs of large energy distribution and retail services companies seeking to implement a customer information system and ready their call centers for deregulated markets.

Although Oracle Utilities Customer Care and Billing includes fully integrated utility-specific CRM functionality, it does not offer all the functionality delivered by CRM products like Siebel. Oracle Utilities Customer Care and Billing can be linked to an external CRM tool to provide an integrated enterprise-wide product that meets specific or expanded needs of energy distribution and retail services companies. Oracle Utilities Customer Care and Billing and a CRM package can allow Oracle Utilities Customer Care and Billing to manage all customer lifecycle processes efficiently—from marketing, customer acquisition, and service initiation to billing, payment processing, and credit and collections—leading to more effective operations and improved overall customer satisfaction. Through real-time, two-way integration with customer information, pricing, scheduling, and back-office financial and provisioning systems, Oracle's customer

management product and the CRM functionality can provide sales, marketing, and customer service professionals with instant access to critical corporate and customer data.

Oracle's customer care and billing product can function with a call center application to manage all customer lifecycle processes efficiently, including:

- Marketing and quoting.
- Channel management.
- Customer acquisition and sales.
- Self-service and e-channels.
- Service initiation.
- Contract fulfillment.
- Billing.
- Payment processing.
- Credit and collections.

The results are more effective operations and improved overall customer satisfaction.

By maximizing the use of Oracle's rapid XML-based integration capabilities, CLB and Oracle can facilitate speed of implementation, ease of integration, and faster time-to-market for customers. Through real-time, two-way integration with customer information, pricing, scheduling, and back-office financial and provisioning systems, the Oracle Utilities Customer Care and Billing and call center application functionality can support sales, marketing, and customer service professionals with instant access to critical corporate and customer data.

Energy companies can use Oracle's customer management products to implement bundled energy and services quoting, pricing, and contract management capabilities quickly, and can seamlessly integrate these functions with customer billing functions. Companies can immediately deploy a multi-channel strategy for customer acquisition and churn management, allowing them to build customer loyalty and satisfaction using the Web, the call center, field sales, and service, on a local, regional, national, or global basis.

A call center management application is the perfect complement to Oracle's well-established customer care and billing product for energy service companies. Energy service companies will be better prepared to market their services competitively by using this seamless platform to support all their marketing, sales, customer service and billing operations in a deregulated market.

Customer and Geographical Data Management

Oracle Utilities Customer Care and Billing provides comprehensive functionality for defining and maintaining customer and geographical data. Users can:

- ◆ Maintain demographic information about individuals and businesses.
- ◆ Maintain geographic information about all properties and service points.
- ◆ Set up product/service “catalogs” and sign customers up quickly.
- ◆ Start and stop service.
- ◆ Keep track of customer contacts.
- ◆ Maintain contract details for all obligations, including:
 - Service contracts for traditional utility services (such as electric, gas, water, and wastewater) and non-utility products (such as installment billing, maintenance programs, appliance sales, and more).
 - Write-offs.
 - Payment arrangements.
 - Periodic charges.
 - One-time invoices.
 - Deposits.
 - Budgets.
- ◆ Set up auto-pay agreements, such as Electronic Funds Transfer (EFT) payments or credit card payments
- ◆ Monitor budgets and recommend new budget amounts
- ◆ Provide cross-product discounts
- ◆ Define relationships for direct-access (customer choice) suppliers and customers, and manage the direct-access program

User-Defined Characteristics allow users to add new data elements to Oracle Utilities Customer Care and Billing objects without changing the database schema. These characteristics support lists of predefined values or ad hoc values such as dates. Oracle Utilities Customer Care and Billing allows users to connect the characteristic values to other tables, including Oracle Utilities Customer Care and Billing tables or tables outside the application. This allows simplified, upgradeable implementation of non-core tables and their integration with Oracle Utilities Customer Care and Billing objects.

Customer Interaction

The Customer Interaction engine provides efficient call center functionality. This engine includes:

- ◆ **Control Central.** Control Central is the customer data search engine, and it supports searches by name, address, account number, phone number, or person identifier. When Control Central locates a specific customer record, it immediately displays the record on the account information portal and populates multiple portal zones with data about the account, including financial, contact, and field service information. The system also populates the “common” portal area, called the Dashboard, with basic customer information that remains visible while the user navigates through related pages.
- ◆ **Account Information Portal.** This portal is a full screen of customer/account information that can be configured to show the information of most concern to the user. This portal provides access to commonly needed information and thus reduces clicks and needless navigation to get to account details. Content zones include account alerts, a billing graph, financial balances, and account details. The portal framework is open, allowing implementers to create zones that access additional Oracle Utilities Customer Care and Billing or external services. When a user locates a customer record, Oracle Utilities Customer Care and Billing immediately displays the account details via the Account Information Portal.
- ◆ **Customer Contacts and Communications.** Oracle Utilities Customer Care and Billing maintains contact notes as customer contact records. These are used to keep accurate records of contacts initiated by both customers and the company. Users can log and categorize all customer contacts (such as telephone conversations or letters) and record the customer’s preferred method of contact. Oracle Utilities Customer Care and Billing generates correspondence when users create an outbound contact note; background processes automatically pick up the request and initiate the correspondence. Oracle Utilities Customer Care and Billing also allows users to:
 - Employ a shorthand code to provide quick entry of customer contact information
 - Add multiple, threaded notes to a contact to facilitate discussions
 - Attach prompts (“ticklers”) to provide follow-up reminders in the form of a To Do entry
- ◆ **Oracle Utilities Customer Care and Billing can automatically generate a customer contact** when a specified user-defined characteristic on an active service agreement nears its expiration date. This can be used, for example, to notify customers that some term or condition of their contracts are about to expire and may be up for renewal.
- ◆ **CTI/IVR Integration Points.** To make integration with CTI/IVR systems easier, Oracle Utilities Customer Care and Billing provides an integration framework that includes a context menu entry to enable outbound dialing from Oracle Utilities Customer Care and Billing, documentation on implementing “screen pops” for inbound calls based on telephone number or account number, and a user-interface shortcut for taking the next call.

In addition, Oracle Utilities Customer Care and Billing's user interface presentation layer can easily support customer access from within a Web browser environment. The Oracle Utilities Customer Care and Billing objects are Extensible Markup Language (XML) and Component Object Model (COM) compliant, which will allow CLB to develop Internet-accessible applications that link its customers to the Oracle Utilities Customer Care and Billing data and Business Objects. The effort required to adapt the Oracle Utilities Customer Care and Billing user interface to the Internet environment is determined primarily by issues such as the types of services that CLB wants to provide via the Web and does not require redevelopment of the system's user interface layer.

Oracle Utilities Customer Care and Billing is delivered with a Web Self-Service template that CLB can use as the foundation for allowing customer access and e-commerce via its Web site. The Web-enabled template allows:

- ◆ Account look-up and balance review.
- ◆ Account and financial history review.
- ◆ Electronic bill presentment and presentation (e-billing or EBPP) viewing functionality.
- ◆ Review of the current balance.
- ◆ Support for making payments by credit card.
- ◆ Signing up for new products and services.

All functionality available in Oracle Utilities Customer Care and Billing can be made available on the Web via the product's XML-based API support. As part of the implementation project, this template can be extended to provide additional capabilities to customers, personalize CLB's Web site, and meet CLB's specific requirements; either Oracle or CLB can perform these HTML extensions.

Field Work

Oracle Utilities Customer Care and Billing provides extensive, intuitive support for creating and managing the field order process. Users can:

- ◆ Create and dispatch field activities.
- ◆ Download field orders for:
 - Printing
 - Electronic routing
- ◆ Record the results of the field orders. This can occur through manual updates or an electronic upload.
- ◆ Log ad hoc work requests from personnel in the field.

Order Entry

Oracle Utilities Customer Care and Billing provides capabilities to assist with the process of enrolling customers, with simple and complex product offerings:

- ◆ Order Taking. The Oracle Utilities Customer Care and Billing order function accepts and processes prospects, tracking and managing orders until prospects become customers. Oracle Utilities Customer Care and Billing features a one-stop customer enrollment process that includes automatic creation of:
 - The customer
 - Optional premise and related service points
 - The service agreement
- ◆ The system includes screens to facilitate rapid data entry when creating new records. Algorithms can facilitate the automation of common order tasks, such as adding a customer contact or creating a workflow process. The system can also provide To Do work queue tasks to track pending orders and orders that have been initiated but are awaiting callback.
- ◆ Orders are linked to campaigns and packages, both of which are used to define required questions for the customer and the eligibility criteria.
 - Packages. Packages are products or groups of products offered under defined conditions (for instance, residential gas and electric service combined with a specific multi-service discount). Users can define packages with a number of required and optional factors that define eligibility and the system setup process. When the user is taking an order, the system can present eligible packages and, upon completion, automatically create the service agreements.
 - Campaigns. Packages are organized into campaigns that define the overall flow of the order-taking process. Users can define any number of fields of information to be collected as part of taking the order; these fields can be used to determine the package(s) for which the customer may qualify. Campaigns can address prospects that are:
 - Received from an outside source
 - Selected from existing customers
 - Selected from new or existing customers who contact the company regarding a new or existing service

Campaigns can be managed and tracked with built-in analytics. For instance, prospect eligibility can be predetermined by using built-in and custom logic along with user-defined prospect characteristics.

Meter and Device Management

Oracle Utilities Customer Care and Billing allows users to define and manage the meters and equipment for each customer. Users can:

- ◆ Define meters, equipment, and related items.
- ◆ Define meter characteristics.
- ◆ Define meter and equipment relationships.
- ◆ Track turn-on and turn-off events.
- ◆ Track the installation and configuration history of meters, equipment, and other items.
- ◆ Select meters, equipment, and items for testing, as well as manage the service-related data resulting from those tests.

Meter Reading

Oracle Utilities Customer Care and Billing provides full support for accepting meter reads and determining consumption. Users can:

- ◆ Define and manage meter read routes.
- ◆ Download meter-read requests.
- ◆ Upload meter-reads from a meter-read system or service.
- ◆ Record ad hoc meter reads.
- ◆ Keep track of consumption trends and identify consumption anomalies.

The system supports readings from traditional usage meters, time-of-use meters, prepaid meters, and complex metering configurations.

Rates (Rating Engine)

Oracle Utilities Customer Care and Billing provides the strongest, most versatile rate definition engine on the market. Users can:

- ◆ Define the rate algorithms used to calculate the charges that appear on the customers' bills.
- ◆ Define the impact of bill lines on the general ledger.
- ◆ Define time-sensitive values used throughout the system.
- ◆ Perform rate studies and "what if" tests to determine the impact of rate changes.

All rate algorithms are user-defined and component-driven, which means that CLB can change its rates without getting programmers involved. To change a rate, simply change the control table or plug in a different component.

The system supports both traditional usage rates, real-time rates, and the complex rates associated with competition and deregulation.

Billing and Multi-Party Billing

Oracle Utilities Customer Care and Billing provides the complete support for defining bill formats and creating the bills themselves. Users can:

- ◆ Define the bill formats
- ◆ Calculate the billable amounts and create the bills. Bills can be created:
 - Online, in real time, in response to the user's ad hoc request
 - Via a background process, during a periodic billing window
- ◆ Manage and resolve bills that are in error
- ◆ Cancel and rebill
- ◆ Recalculate historical bills

Oracle Utilities Customer Care and Billing supports a wide range of billing options, including:

- ◆ Pass-through billing, where outside vendors pass their charges through to CLB for inclusion on customers' bills.
- ◆ The ability to pass CLB's charges through to a third party so that the third party can bill for CLB's charges
- ◆ The ability to support split billing (situations in which CLB and the third party bill the customer independently for CLB's own charges, but where each of party is aware of the other's charges)
- ◆ Billing in advance of service (future-dated billing and prepaid billing)

The system creates the general ledger entries, using information defined for the rate(s), associated with each bill.

Payments and Non-Billed Budgets

Oracle Utilities Customer Care and Billing allows users to accept and process payments received from the customer or from an outside agency on the customer's behalf. Users can:

- ◆ Record customer payments. The system can accept these payments through:

- Online cashiering (including support for real-time credit card authorization capability)
- Uploads from external sources
- ◆ Distribute the payments to the customer's accounts. If the customer has multiple services (utility or non-utility), the system allows CLB to define the order and rules used to determine how the payment satisfies the customer's obligations
- ◆ Distribute payments to multiple accounts (such as distributing agency payments for multiple customers)
- ◆ Manage and resolve payments that are in error
- ◆ Cancel payments (for example, when a check is returned for non-sufficient funds)
- ◆ Manage automatic payments. These can be through:
 - Direct-debt through Electronic Fund Transfer (EFT)
 - Credit card payment

The system can accept payments through traditional sources (such as mailed-in payments, walk-in payments and cashiering, and credit card payments entered through the Web) as well as electronic sources (such as payment processor data uploads and other electronic transfers).

Oracle Utilities Customer Care and Billing provides tools for making adjustments to customer balances. Users can:

- ◆ Levy miscellaneous fees and credits.
- ◆ Change a customer's debt.
- ◆ Transfer debt between customers.
- ◆ Route check requests to the accounts payable system.

The payment functionality is supplemented by support for non-billed budgets, payment arrangements, and payment plans, as described in the following sections.

Non-Billed Budgets

The system provides non-billed budgets to support the creation of payment schedules that smooth out a customer's payments over time, especially in cases where bills are created infrequently (such as quarterly billing with monthly payments, "easy pay" billing, and other specialized budget billing scenarios.) The system can recommend a payment schedule, monitor them for compliance, and automatically renew them.

Payment Arrangements Support

Oracle Utilities Customer Care and Billing allows users to set up, manage, and cancel payment arrangements. (A payment arrangement is an agreement with a customer to pay off severely overdue debt in installments. Bills sent to customers with payment arrangements contain

charges for both their current services and their payment arrangement installment amount.) When users create a payment arrangement, Oracle Utilities Customer Care and Billing will:

- ◆ Create a payment arrangement agreement. It sets the installment amount on this service agreement equal to the installment amount specified on this page.
- ◆ Transfer delinquent debt from each delinquent service contract to the new payment arrangement agreement.
- ◆ Create synchronizing adjustments to reduce the contract's current balance by the amount transferred.

Payment Plan Support

Oracle Utilities Customer Care and Billing allows users to set up, manage, and cancel payment plans. (A payment plan is an agreement with a customer to make specific payments on specific dates, as opposed to payment arrangements where customers make fixed payments as part of their regular bills.) This allows users to support scenarios such as the following that would require a payment plan:

- ◆ A customer makes a request to payoff severely overdue debt in one or more installments. The existence of the pay plan insulates the portion of the debt covered by the plan from credit-and-collections processing (specifically, from the account debt monitor).
- ◆ A commercial or industrial customer cannot or will not post a deposit. This type of pay plan is not specifically paying off past debt; rather, it can be viewed as an installment plan to prepay a regular service agreement.

A pay method can have an associated grace period. This period controls when a scheduled payment is considered to be missed. For example, for customers who pay by mailing in their payments, the pay plan might have a grace period of three days. This would give the customer's payment three extra days to arrive before the pay plan is broken.

In addition to a grace period, the pay plan functionality also allows Oracle Utilities Customer Care and Billing to create an automatic (periodic) payment, such as an automatic debit, that is entered into and posted to the system on the scheduled payment date.

Financial Data Management

Oracle Utilities Customer Care and Billing provides tools for managing the accounting processes related to customer balances. These tools include:

- ◆ Robust, flexible accounting rules that support easy balancing with Enterprise Resource Planning (ERP) systems.
- ◆ Automatic balance-forward accounting (common in most of North America).
- ◆ Open-item accounting, with a range of payment-bill matching options.

- ◆ Accrual accounting rules for revenue type charges.
- ◆ Cash accounting options (for example, used in tax collections in the UK).
- ◆ General Ledger and Accounts Payable system interfaces.

Credits & Collections and Overdue Processing

Oracle Utilities Customer Care and Billing allows users to define credit and collections processes on a balance-forward basis or overdue processes on an open-item collection basis, including the “triggers” and each potential response. The system can:

- ◆ Monitor debt and identify customers whose debt exceeds the user-defined tolerances.
- ◆ Generate the collection or overdue processes to collect overdue debts.
- ◆ Cut off the service if the customer does not respond or pay within the specified time.
- ◆ Set up payment arrangements to allow customers to pay the debt off over time.
- ◆ Write off uncollectable debts. These write-offs can be automatic (following user-defined rules) or ad hoc.
- ◆ Refer overdue amounts to a collection agency and track the agency’s progress.

All rules are user-defined and component-driven, including the types of debt categories, the unacceptable levels of debt for each category, and the steps taken when a customer has too much debt. The component-driven structure means that users can change the collections or overdue processing criteria and processes without getting programmers involved. To change a process, users simply change the control table or plug in a different component.

Open Market Interchange/Market Transaction Management

Oracle Utilities Customer Care and Billing provides versatile, powerful support for direct supplier access and customer choice programs, including the electronic transactions exchanged with third parties. The system supports:

- ◆ Processes for accepting customer requests for switching suppliers.
- ◆ Processes for gathering data and communicating the request to the third party.
- ◆ Tracking the status of the request.
- ◆ Switching the customer to the third party if the request is approved.

Supplier-related notifications or transactions kick off a chain of steps that may include validation of the request, checking to ensure that the switch is allowed, and then completing the switch of providers. This functionality provides the inbound and outbound notification mechanisms that tie together with the Oracle Utilities Customer Care and Billing work process orchestration capability. When a notification or transaction is received, the system responds by creating a

work process containing steps that perform the processing to execute the business process triggered by the notification or transaction.

Marketing and Enrollment

Oracle Utilities Customer Care and Billing allows the user to create product packages, sales and marketing campaigns, and orders for targeting customers and selling additional offerings. The functionality addresses scenarios such as the following:

- ◆ Users receive a file of prospects (names, addresses, or phone numbers to which they will be marketing).
- ◆ Users employ an analytical tool to select existing customers (names, accounts, or premises) for a targeted marketing campaign.
- ◆ A new customer calls about service, and the service representative wants to offer:
 - Additional, existing packages of products and services.
 - Applicable upgrades to the customer's current products and services.

Users can employ the enrollment functions to:

- ◆ Define packages of products to offer, such as electricity and gas service combined with a discount
- ◆ Organize packages into campaigns
- ◆ Launch a campaign in several ways, such as for acquiring new customers or for selling new products to current customers
- ◆ Evaluate the eligibility of each package, based on the customer's or prospect's information
- ◆ Keep records about the effort to offer a product or campaign to a customer or prospect, and track and manage these records in the system

A new user dialog screen gives the user simple, one-stop access to customer enrollment information for all scenarios. The system's workflow management and task reminders ("To Do" lists) track the pending enrollments and the enrollments that have been initiated but are awaiting call-back from the customer.

Reporting

Oracle Utilities Customer Care and Billing stores the definition of reports built using external tools such as Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise/Crystal Reports Developer Edition to simplify the creation of reports and to allow ad hoc report requests. The report definition may include multiple parameters, labels (for column headings and tags), and fonts; and the report is linked to an application service, providing security on the access to each report. Several reports are delivered with the product, including:

- ◆ Active Severance Processes.
- ◆ Billed Revenues by Rate.
- ◆ Collection Summary.
- ◆ Customer Contacts by Type.
- ◆ GL Accounting Summary.
- ◆ Meter Reads Performance.
- ◆ Customers with Life Support/Sensitive Load.
- ◆ Payments Balance.
- ◆ Receivables Aging.
- ◆ Tax Payables Analysis.
- ◆ To Do Entries.
- ◆ Unbilled Revenues.
- ◆ Umbrella Agreement Summary
- ◆ Vacant Premises with Consumption.

Where Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise is used as the reporting engine, Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise maintains its own database of reports and instances, with a one-to-one correspondence between a report as defined in Oracle Utilities Customer Care and Billing and the report as defined in Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise. The Oracle Utilities Customer Care and Billing application design provides several Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise templates and assumes Oracle Utilities Business Intelligence Publisher or BusinessObjects™ Enterprise as the reporting engine, but the Oracle Utilities Customer Care and Billing architecture is open so that an alternative reporting engine can be used.

Affinity Programs

The Affinity Programs functionality allows users to:

- ◆ Demonstrate CLB's commitment to customers and enhance their loyalty and satisfaction by offering new programs
- ◆ Keep affinity program enrolment and administration costs low
- ◆ Start and stop programs easily
- ◆ Permit customer flexibility and choice
- ◆ Manage easy and profitable relationships with external program partners

Affinity programs are programs that add customer satisfaction value. Under them, CLB can award “points” or “service credits” to customers based on, for instance, their consumption or their participation in conservation programs. Customers then apply those credits in ways that CLB designates, such as reductions in future bills, frequent-flyer miles rewards, or a donations to a charity or school. The Affinity Programs functionality allows CLB to support these efforts by providing tools to:

- ◆ Increase cross-selling and up-selling by linking discounts on new products to purchases of established products
- ◆ Increase customer interest in cost-saving measures (such as direct debit payment programs) by offering a signup bonus
- ◆ Decrease churn in competitive markets by offering low-cost incentives that retain customers
- ◆ Administer rewards earned in external programs, such as an airline’s frequent flyer club program. The Affinity Programs functionality allows Oracle Utilities Customer Care and Billing to handle all of the complexities of sorting and calculating reward data and transferring it to the proper external business partner.
- ◆ Administer CLB’s traditional charitable giving by permitting customers to designate the recipients of CLB’s donations.
- ◆ Reduce the costs of community-outreach programs. With this functionality, CLB can, for example, promote a local event by offering free tickets to customers whose recent transactions meet certain specifications.

The Affinity Programs can help CLB enroll customers, then track rewards automatically, using criteria that the client establishes.

The Affinity Programs functionality also allows CLB to define the reward. Choices may include:

- ◆ Donations to a customer’s choice of charity.
- ◆ Frequent flyer miles.
- ◆ Reductions in future bills.
- ◆ A free home energy audit.
- ◆ Computers for local schools.
- ◆ A month of free access to premium cable channels.

This functionality can also allow CLB to designate the customer action that will earn the reward, such as:

- ◆ Reaching a minimum total monthly bill.
- ◆ Signing up for a new service.
- ◆ Using a specific credit card.
- ◆ Installing new energy-saving equipment.

- ◆ Reducing energy or water usage compared to the previous year.

This functionality can also allow CLB to:

- ◆ Show the affinity program participation information or progress on the monthly bill.
- ◆ Restrict enrollment.
- ◆ Link one or multiple accounts to an affinity program (for example, CLB can permit customers to link both a residential and business account to a specific program).
- ◆ Link one account to multiple programs.
- ◆ Expire programs after a certain date or a user-defined period of inactivity.
- ◆ Assess penalties.
- ◆ Track history, such as a change from a single-owner account to a joint one.

Once customers have met the configurable criteria, CLB completes the award process by, for example, adding a credit to an account or sending a customer notification. The Affinity Programs functionality also aids the transfer of information to an external reward vendor (such as an airline for a frequent-flyer program). The Affinity Programs data can also be routed to CLB's General Ledger application, ensuring proper accounting and compliance with applicable regulations.

Conservation Programs

The conservation program functionality provides the ability to support initiatives where customers may, for example, obtain rebates for newly purchased equipment or hardware that are rated to conserve demand for energy. To redeem their rebates, customers may have to submit an application, complete with receipts, which will be verified and assessed by the company.

In Oracle Utilities Customer Care and Billing, a conservation program has rebate definitions that define the rebate amounts and energy savings for different types of products. When a customer submits an application, a user will create a rebate claim against the customer's account to process the application. Once an application has been successfully processed, an adjustment is created automatically for the required rebate amount to credit the customer.

Archiving

The Archiving functionality allows the definition of "families" of data that can be archived and removed from a production Oracle Utilities Customer Care and Billing system. A typical data family includes a parent object, such as a meter read, and all related child objects, such as register reads and read remarks. Records older than a given date can be migrated and stored in an archive database. Oracle Utilities Customer Care and Billing provides sample meta-data to define the most common data objects that would be archived—this design allows for archiving virtually any object in the system.

Batch Scheduler

The Oracle Utilities Customer Care and Billing core product provides batch job scheduling capabilities. This functionality allows users to:

- ◆ Define multiple batch job streams (for example, daily, hourly, weekly, and so on)
- ◆ Define the dependencies between the batch jobs in a job stream
- ◆ Define when each job stream should be executed (for example, nightly at 6:00, or weekly on Saturdays at 4:00)
- ◆ Monitor the execution of job streams
- ◆ Summarize job stream performance and errors

Case Management

Case Management provides the functionality to track and manage “cases” (inquiries, “help tickets,” problems, or issues that require follow up to resolve and complete). Although most customer issues can be settled over the phone, others require in-depth, cross-departmental investigations. Via a series of system- and user-created logs, the Case Management functionality allows users to manage, track, and view the progress of a case easily. For example, users can:

- ◆ Research inquiries about unusually high bill amounts and other customer issues
- ◆ Track permit processing
- ◆ Track liens and bankruptcies
- ◆ Track services levels related to inquiries and create resolution statistics

The Case Management functionality provides the ability to group and manage customer inquiries for follow-up responses. In Oracle Utilities Customer Care and Billing, cases may have:

- ◆ One or more tasks to be performed.
- ◆ Multiple possible outcomes.
- ◆ Information related to the case.
- ◆ Associated documents and objects.
- ◆ User-defined states and transitions.
- ◆ Checkpoints.
- ◆ Escalation and service level targets.

When a user brings up an account, the system presents an alert to any open cases associated with the customer, account, or premise. Each case has a log file with automatic system entries and manually entered comments, providing a full history of the lifecycle of the case. With one click, the user can drill down to see the full details. When the state of a case changes, the system creates a log entry to indicate the date and time of the change and the user who made it. If a case has not been addressed within an established timeframe, the system creates a To Do work entry, which escalates the complaint to a supervisor. The Case Management functionality provides:

- ◆ Highlighting when manual intervention is required
- ◆ Automatic progression of work with escalation
- ◆ Supervisory functions
- ◆ Analysis tools

Because Case Management is integrated within the product's framework, users can easily create a new case linked to the current customer. Business Process Assistant scripts can be used to speed the entry of additional data, particularly for common scenarios. The benefits to CLB can include such aspects as the following:

- ◆ Addresses many different customer-service points: complaints, penalties, internal tasks, and more
- ◆ Improves the system usability by giving CLB a complete view of customer-related activities.
- ◆ Improves the efficiency of long-duration, multi-departmental tasks
- ◆ Helps give CLB a reputation of reliability and credibility
- ◆ Reduces the need for CRM integration

Complex Billing

The Complex Billing functionality provides capabilities for time-of-use rating, pricing, and billing.

- ◆ Tools to store and manage interval data:
 - Any interval size (such as ten-minute, hourly, or daily intervals)
 - Types of data:
 - Consumption
 - Prices
 - Other miscellaneous interval factors such as transmission loss, time-of-use (TOU) maps (the system can map each interval into a named TOU period)
 - Algorithm algorithms can be attached to usage

- Special tables hold this data. These tables support any interval size, allow data to be overridden for arbitrary periods of time (for example, after posting a week of hourly prices, users can come back later and override a subset of that data with new prices). The system keeps the previous versions of the data and simply overlay the newest effective values.
- ◆ Special interval data related attributes can be associated with individual contracts
- ◆ Data derivation:
 - Interval data can be recorded against a contract. In addition, the system supports interval data sets that can be applied to multiple contracts, for example, estimated (deemed) load profiles.
 - A new batch process runs against interval usage tables that have new data to process.
 - The batch process runs specified algorithm algorithms against the data to “derive” new values. For example, apply loss factors to interval usage, convert interval demand to usage values, convert ten-minute intervals to hourly. This data is stored in separate “profiles,” linked to the contracts, and is available for pricing.
 - Special error and exception processing tools are provided for data derivation errors.
- ◆ Interval pricing:
 - This is applying interval prices to derived interval usage, resulting in one or more line items on the bill.
 - Additional rate component types that are not included in the base Oracle Utilities Customer Care and Billing product. These rate component types work by calling algorithms.
 - Special audit algorithms can recalculate the prices for auditing and display purposes.
- ◆ Time-of-use (TOU) mapping and pricing.
- ◆ Time zone management. All interval data in the system is internally recorded against a common, standard time zone. When the data is displayed, it is transformed into local times and adjusted for daylight savings time shifts.
- ◆ Online functions and windows on all of the tables described above.
- ◆ Special online windows display the output of the audit routines. This includes a graphic window that charts the interval prices, quantities, and other aspects.

The following subsections provide more information on the interval rating and billing support.

Interruptions and Demand Side Management

This functionality allows users to define options by which the rate on a service can be overridden or altered for specific periods. (These are typically called interruptible rates or “rate signals.”) Typical interruptible rates include:

- ◆ Special days on which the contract’s time-of-use (TOU) map is overridden with a special predefined TOU pattern specified for that type of day (for example, a cold weather day)
- ◆ Periods during which customers are required to lower their demand by a predefined contractual amount (“interruptions”)
- ◆ Occasional offers to pay a special price for energy falling within a specific demand range

Interruptible rates may apply to individual contracts or to all contracts in a certain group.

Sequence numbers are added to each TOU period in a TOU Group. This enables CLB to support pricing options (via algorithms) that depend upon the priority sequence defined for each TOU period in a TOU group.

For all types of rate signals, Oracle Utilities Customer Care and Billing allows the user to override the rate signal definitions at the individual contract level via a new TOU Map Override function. This includes:

- ◆ A creation algorithm has been added to TOU Map Type table, and execution priority is added to service agreement type/TOU map type table.
- ◆ A TOU Map Data Set Exception Query is provided for errors that might be generated by the algorithm.

Oracle Utilities Customer Care and Billing also supports the cutoff time associated with the service agreement, allowing it to be determined as needed for individual contracts.

The Oracle Utilities Customer Care and Billing time zone management functionality now supports the display daylight saving time shifts.

Interval Meter-Read Pretreatment

This functionality allows users to manage interval data at a level “lower” than the contract. It provides:

- ◆ A definition of interval and non-interval channels on programmable meters
- ◆ Storage and management of “raw” interval data received from multiple channels
- ◆ Algorithms to aggregate raw data in preparation for contract-based billing

This functional area can also support additional algorithm algorithms to perform other validation, estimation, or editing functions.

The meter-read pretreatment support includes:

- ◆ Interval register data

- ◆ Meter, Meter Configuration, and Register attributes
- ◆ An Interval Register Data Exception query
- ◆ A Raw Data Aggregation algorithm
- ◆ Validation of the interval register data (via a background process)

Time-of-Use (TOU) Map Generator

A TOU map is a set of interval TOU data that maps each interval to a specific TOU period. Most TOU maps contain recurring patterns, which means that the generation and extensions of TOU maps can be made easier if it is based on templates of recurring TOU patterns. The Interval Billing module provides:

- ◆ Functions for Defining TOU Map Templates. Each TOU map template represents a TOU pattern typical to specific periods of time that meet certain time-based criteria (for example, certain hours in a day, or certain days of the week).
- ◆ A Process That Generates Actual TOU Map Data Using the TOU Map Templates. TOU map templates are building blocks used to create new ranges on an actual TOU map. Each interval of the TOU map gets its value from a template that meets its time-based criteria.

Config Lab

Oracle provides a configuration laboratory tool (Config Lab) for use in testing Oracle Utilities Customer Care and Billing changes safely and without affecting the production system. Config Lab is an alternate, “pre-production” Oracle Utilities Customer Care and Billing database environment in which users can experiment with changes to the system control tables. In Config Lab, users can add or update values in control tables, verify that the system behaves appropriately, and manage the process of moving the new values into a production or system test environment. Examples of changes that users can test include:

- ◆ Adding a new rate (or a new version of a rate) that uses new bill factors
- ◆ Cancel and rebill an existing customer’s entire billing history, to verify that the rate changes work as expected
- ◆ Update the production environment by “moving” the new control table values into it

Config Lab is a separate Oracle Utilities Customer Care and Billing environment that uses the same code base as the production environment. Thus, the system performs its validations against the client-specific configuration.

This feature provides the important benefit of allowing users to synchronize an entire set of configuration table values between two environments, thus facilitating configuration in a test environment and then moving the new values over into production use. The Config Lab also allows users to copy an account’s data into the Config Lab, so that users can test or research a specific issue outside of the production environment.



This feature makes use of a set of meta-data control tables, which define the relationships and rules for moving data and these same structures are also used in Oracle Utilities Customer Care and Billing archive tools.

Contract Management

The Contract Management functionality allows users to:

- ◆ Create and maintain contracts, terms, and related entities concisely
- ◆ Create and print a quotation for a contract, turning proposals into billable service agreements
- ◆ Accept the terms of the contract and start the service based on a contract
- ◆ Initiate the renewal process for a contract

This functionality provides a real-world model for contracts, and includes tools to reduce maintenance, eliminate errors, and reduce the renewal workload with processes.

Loans

The Loans functionality supports loan amortization as a type of service agreement. Users can define the loan period, and the system will generate the corresponding amortization schedule. Oracle Utilities Customer Care and Billing can distinguish between short-term and long-term receivables when tracking the impact on the general ledger data.

Meter Data Management

The Meter Data Management functionality manages the process of how time-series data is loaded into Oracle Utilities Customer Care and Billing. Raw time-series data can be linked directly to the service point via interval data channels. Oracle Utilities Customer Care and Billing can store many forms of interval data, in any interval size. This includes raw and aggregated data, consumption values, standard load profiles, time-of-use maps, prices, contractual terms, and other interval factors. Oracle Utilities Customer Care and Billing supports multiple versions of the data at every level where data is stored. This allows new or corrected data to be loaded in without corrupting existing data. Oracle Utilities Customer Care and Billing maintains the history of what has been loaded to support retroactive adjustments and calculations.

Oracle Utilities Customer Care and Billing allows calculations and manipulations of this interval data to perform many different functions:

- ◆ Validation, editing, and estimation (VEE) processes can be executed on the raw data to prepare it for aggregation or other calculations
- ◆ Aggregation processes can summarize multiple channel-level data streams at the contract level
- ◆ Derivation algorithms provide many other calculation options, such as unit conversion, time-period conversion, and other adjustments in line with customer-specific contract requirements, prior to applying prices

- ◆ Time-of-use (TOU) mapping can be applied to time-series data to reduce the number of data points to a more manageable set of TOU periods

Oracle Utilities Customer Care and Billing supports the ability to perform interval data processes as data becomes available. Thus, actions such as summarizing raw channel data and applying a TOU map to summarized results will occur over the course of the billing period as the data arrives, reducing the processing load when the actual bill is produced.

Oracle Utilities Customer Care and Billing supports multiple time zones and “Daylight Savings Time” shifts. Interval data tables—including interval profiles, interval values, and TOU interval data—all store information in local time in the base time zone.

Premise Management

The Premise Management functionality provides the tools needed to increase levels of customer service and productivity by allowing users to group premises and to update the groups in a single transaction. The functionality is designed to automate and speed user actions in Oracle Utilities Customer Care and Billing that have previously been possible as one-at-a-time processes. The Premise Management functionality supports benefits that include:

- ◆ Quick, efficient setup and maintenance of apartment complexes and high-rises
- ◆ A single view of all properties for a landlord, including the service statuses
- ◆ The ability to change the landlord or service status for a group of premises in one transaction
- ◆ Grouping premises together under a single “parent” premise

This functionality allows users to create a grouping and hierarchy of premises. On each premise, users can specify a parent premise—for example, to link each condominium in a building to a parent premise that represents the common areas of the building itself.

Premise Management adds new alerts for premises, including an alert that indicates that a selected premise has a parent, and an alert that gives the count of child premises (if any) linked to the selected premise. The functionality also enhances the premise trees in Oracle Utilities Customer Care and Billing to display nodes relating to the premise relationship, where the system displays a node for the parent premise, if one is specified, and a node for the child premises. The system can support up to five levels of parent-child premise nodes.

The Premise Management functionality provides a powerful combination query and mass-update tool. Actions available with the tool include:

- ◆ Searching With Multiple Filters. The search filters include:
 - By a particular parent premise
 - By a particular landlord
 - By account

- By a user-specified premise, address, or geographic criteria
- ◆ Assign a Parent Premise. Users can select a list of premises that all need to be linked to the same parent premise, and then specify the parent and update the list.
- ◆ Remove a Parent. To reassign premises or correct mistakes, users can select the list of premises that should not have a parent premise assigned, then update them all at once.
- ◆ Assign a Landlord. When adding a new building or when a building changes ownership, users can specify the landlord agreement on each constituent premise. If the premises have already been linked to a common parent, users can specify the parent, then select the premises and assign the appropriate landlord agreement.
- ◆ Remove a Landlord. Users can update a list of premises to remove a landlord agreement from every premise on the list.
- ◆ Start a Service. When adding a new building, users can start service for multiple premises at once. This action allows users to pick the premises to start, and provides a pop-up window so that users can specify start details for each premise (the system supports starting multiple services). This action will create service agreements for the specified account, similar to using the Start/Stop transactions.
- ◆ Stop a Service. When working with a landlord to confirm the service status for each premise in a building, users may need to stop an existing service at a set of premises. This action provides a pop-up window so that users can specify the stop details for a list of in-service premises associated with a particular account.

The Premise Management functionality can be secured just like any other module in Oracle Utilities Customer Care and Billing—only users with the appropriate access can execute these options. Also, the “mass update” actions can also be secured as separate transactions so that, for example, some user groups can perform the transactions simply as a query, while others can be authorized to perform a limited set of actions, and supervisors can perform all actions.

Add-Ons

Oracle offers optional add-on modules/products to provide additional functionality to the base Oracle Utilities Customer Care and Billing product, as described in the following subsections.

Application Workbench (Optional)

The Application Workbench provides a set of tools, guidelines, standards, and checklists to assist implementers in developing new system functionality, such as new batch jobs, reports, algorithms, and user interfaces. Developer Guides include programming standards, SQL and database design standards, API points for common routines, naming standards, and more. As long as CLB’s developers adhere to the guidelines and standards during development, the system extension work will be fully upgradeable for use with future Oracle Utilities Customer Care and Billing versions.

The Application Workbench provides tools that developers can employ to extend the Oracle Utilities Customer Care and Billing architectural features, such as:

- ◆ **Plug-In Algorithm Architecture.** Oracle Utilities Customer Care and Billing performs many functions using user-defined algorithms, also known as plug-ins, and the definition of which algorithm to use is specified during configuration of the system control tables. Oracle Utilities Customer Care and Billing provides at least one plug-in point for every function to support commonly needed business logic, and the development team can write new algorithms to introduce company-specific logic as necessary. The Application Workbench provides standards and instructions for developing new algorithms.
- ◆ **Configuration through Meta-Data Changes.** Users may access certain portions of the meta-data that defines system properties and behaviors through a browser-based user interface that helps them configure and modify:
 - Menu setup.
 - Data for lookup tables.
 - Table and field data for audit trails and multi-language attributes.
 - System message categories and system messages.
 - Audit-table queries.
 - Portal zones.
- ◆ **Browser-Based User Interface Exits.** Oracle Utilities Customer Care and Billing uses browser-based user interface exits to override or extend the base user interface behavior. These can be used to:
 - Hide or disable fields based on [CLIENT NAME]'s specific criteria.
 - Populate default values into fields.
 - Extend the validations performed on particular fields (this does not override the existing system validation).
 - Provide other field manipulations.

Note also that this feature, which is available only on certain transactions, allows implementers to include specific JavaScript routines in system-generated pages. The Application Workbench provides standards and instructions for creating the associated user exit code.

- ◆ **Java-Based Framework for Real-Time Calls.** The Application Workbench extends the Oracle Utilities Customer Care and Billing framework on the Web presentation server layer by providing tools for creating user exit points where Java extensions can be introduced to support real-time calls for data or inter-systems communications. (For example, this framework is used in the Mobile Workforce Management interface template to support real-time calls to display available appointment slots, to book an appointment, and to cancel an appointment.)
- ◆ **Portal Zone Development Tools.** Portal zones are written in the XML-based Extensible Stylesheet Language (XSL) and dynamically customizable on portal pages, providing additional usability and advanced customization for Oracle Utilities Customer Care and Billing. The system includes several application interfaces that allow developers to maintain the meta-data related to portal zones. The Application Workbench includes a sample XSL

file that developers can use to customize Oracle Utilities Customer Care and Billing further for new zones.

- ◆ Custom Searches. The Application Workbench includes tools that developers can employ to have Oracle Utilities Customer Care and Billing redirect users to a specific search page, other than the Oracle Utilities Customer Care and Billing default. The flexible Oracle Utilities Customer Care and Billing search framework allows implementers to create their own searches or to augment searches (including the main Control Central search page) without compromising future upgradeability.
- ◆ Application Launcher. Oracle Utilities Customer Care and Billing can launch external Web applications via navigation keys located within the system meta-data. These keys are available from within the system menus. With the Application Workshop tools, implementers can configure and arrange menus by changing the system meta-data.
- ◆ The Application Launcher allows Oracle Utilities Customer Care and Billing to pass data definitions to the external application being launched, such as context-specific information available on the current transaction that might be applicable to the external application (for example, Oracle Utilities Customer Care and Billing can pass the customer account number to the external system for lookups).
- ◆ Third-Party System Screen Initiation. Oracle Utilities Customer Care and Billing application pages can be launched from external applications. The Application Workbench provides tools that allow implementers to define the Oracle Utilities Customer Care and Billing “location” to be accessed (such as Account Maintenance) and provide the relevant key data, so that the application opens with the appropriate context (such as the Account Number). The “location” is a value that forms part of the address used to launch a page in the system, defined in the system meta-data. The Application Workbench tools provide the XML schema document, which defines the data structure for the page and all of the properties for the data on the page, including the key needed to access a particular Oracle Utilities Customer Care and Billing business object.

Business Intelligence (Optional)

The Business Intelligence product provides management and executives with a consistent, comprehensive view into how CLB is performing. Business Intelligence transforms Oracle Utilities Customer Care and Billing data into a data mart that allows:

- ◆ Recording “snapshots” of data that is constantly changing in Oracle Utilities Customer Care and Billing.
- ◆ Tracking sets of key performance indicators (KPIs) and goals over time.
- ◆ Querying against a database designed for drilling down, reporting, and analysis.

Oracle’s strategy for Analytics is to provide:

- ◆ An extendable, upgradeable data mart schema.
- ◆ Extraction, transformation, and loading methods for populating the “base” data mart.

- ◆ A comprehensive sample “dashboard” that tracks high-level performance metrics and operational metrics in graphical formats.

Examples of business indicators that CLB’s executives can track with Business Intelligence include such aspects as:

- ◆ Total revenue billed over time, including revenue broken down by customer type.
- ◆ The “Top 10” revenue generators for the customer class or month.
- ◆ Monthly arrears and write-offs, including arrears as a percentage of revenue.
- ◆ Collection statuses, including the average number of events completed per process.
- ◆ Alerts and flags.
- ◆ User-selected metrics.
- ◆ Financial scorecards (such as revenue and write-off metrics), with trend indicators.
- ◆ Projections and forecasts.
- ◆ Field work time and field call cost analyses.

The system can also retrieve data from external sources and systems, combine it with data from the Oracle Utilities Customer Care and Billing data mart, and present it in a consolidated format to increase the value of the reported information.

Mobile Workforce Management

Oracle Utilities Mobile Workforce Management (MWM) provides tools to help the client manage mobile work force operations, productivity and efficiency, customer satisfaction, and system reliability.

MWM is an integrated, intuitive application for work force optimization, combining:

- ◆ Real-time mobile dispatch and management, using industry-standard wireless and Web-based technologies.
- ◆ Appointment booking, including the ability to view real-time availability based on availability, skills, vehicle requirements, and work costs.
- ◆ Crew scheduling, with cost-based, configurable automated processes to improve productivity and efficiency, streamline work assignments, change schedules and priorities as needed, reduce planning, and minimize unproductive technician / crew time.
- ◆ Balances the workload (“work force-to-work order” ratio).
- ◆ Supports real-time status reports and updates from field crews.
- ◆ Street-level routing, including the ability to route workers efficiently based upon expected travel time from current location.
- ◆ Automatic vehicle location (AVL) functionality with Global Positioning Service (GPS) support, with access to up-to-the-minute crew locations visually on map displays.
- ◆ Capabilities for automated monitoring of schedule deviations, and re-optimizing routes based on crew selected route deviation.
- ◆ Automated Monitoring of emergency orders and making best-fit recommendations for crew assignment.

MWM Mobile Dispatch

The MWM Mobile Dispatch engine gives dispatchers real-time tools to manage mobile workers using real-time wireless communications. Users can:

- ◆ Receive order requests.
- ◆ Assign and transmit orders to mobile computers via a wireless network.
- ◆ Dispatch technicians.
- ◆ Receive status reports from field crews and monitor order statuses.
- ◆ Complete orders for a variety of services.

The application also allows field technicians to:

- ◆ Receive orders
- ◆ React flexibly to react to unexpected situations
- ◆ Access corporate databases over the wireless network
- ◆ Provide status reports

MWM Automatic Vehicle Location (AVL)

The MWM AVL component features Global Positioning Service (GPS) based automatic vehicle location. MWM AVL provides functionality to:

- ◆ Provide dispatchers with real-time vehicle locations on map displays.
- ◆ Drill down to detailed vehicle or order information.
- ◆ Order locations displayed on map display.
- ◆ Route replay for viewing historical crew / vehicle GPS locations.
- ◆ Dispatch orders to crews on map display.

MWM Scheduling

The MWM Scheduling engine provides Planners / Schedulers and Dispatchers with the tools to automatically schedule field orders efficiently by matching order requirements with crew / technician capabilities. The application allows users to assign orders to employees within the appropriate geographic area, and sequence orders in a route optimized fashion. Users can also employ system tools to balance work activity within a service area, using technician and vehicle resources to the best advantage.

The application provides functionality to:

- ◆ Create flexible appointment windows with realistic schedule availability.
- ◆ Support customer requests and allow alternative suggestions by displaying cost of appointment window.
- ◆ Manage same-day field requests and emergencies with order insert and automated low priority push.
- ◆ Allocate work to the best available mobile worker, based on configurable cost rules.
- ◆ Route employees efficiently based on current locations and travel times.
- ◆ Build optimum schedules for all technicians while considering all orders and all technicians.

The MWM application goes beyond traditional service order scheduling. Oracle Utilities' Mobile Workforce Management application can be integrated with the client's enterprise applications, so that day-to-day operations are managed more efficiently and real-time information flows seamlessly throughout the organization. MWM is designed to be a natural extension of Oracle's

total enterprise strategy, easily integrating with and maximizing the client's technology investments to support such areas as:

- ◆ Asset and Work Management Applications
- ◆ Customer Information Systems and Call Center Management Systems
- ◆ Geo-Spatial Information Systems
- ◆ Outage Management Systems

Oracle Utilities Business Intelligence

Oracle Utilities Business Intelligence is a pre-built business intelligence product that delivers a full range of analysis and reporting capabilities and intuitive, role-based intelligence for everyone in an organization—from front-line employees to senior management—that enables better decisions, actions, and business processes. The Oracle Utilities Business Intelligence platform enables organizations to realize the value of a packaged business intelligence application, such as rapid deployment and lower TCO, while also being able to easily extend the product. Oracle offers a pre-built star schema and extractors designed to work with Oracle’s core Utilities products, including Oracle Utilities Customer Care and Billing, Oracle Utilities Work and Asset Management, and Oracle Utilities Network Management System.

Oracle Utilities Business Intelligence provides a consistent, comprehensive visual representation of an organization’s performance. It uses graphical metaphors showing various levels of detail to make anomalies in otherwise uninteresting data stand out. The level of detail varies from very high, single-glimpse overview (Traffic Light) down to atomic detail (Detail Explorer) and various levels in between. This enables the decision makers to spend their time making decisions and charting corrective actions, instead of searching for data or constantly having to request an IT department to redo reports. It also enables the user to quickly get needed data from a single source, reducing the amount of work necessary to get to desired results. Oracle Utilities Business Intelligence consists of discrete parts to enable the organization to:

- ◆ Extract data from the source system(s).
- ◆ Transform it into an analytics-optimized data warehouse/dimensional/star schema format.
- ◆ View the data in the form of graphical metaphors or detailed ad hoc analysis.

The user interface is completely configurable and can even be replaced by a tool of a company’s choosing. The underlying data warehouse already contains various extensions, which an organization can choose to populate with data not currently in the data warehouse. These extensions can be implemented with little or no programming, without impairing the product’s upgradeability.

Oracle Utilities Business Intelligence enables users to perform their tasks more efficiently, putting necessary information at their fingertips. This is accomplished by providing:

- ◆ Extraction, transformation, and loading (ETL) processes for populating the “base” data warehouse
- ◆ An extendable, upgradeable data warehouse
- ◆ A comprehensive group of sample “dashboards” that track high-level performance metrics and operational metrics in graphical format
- ◆ Portals and zones that can be extended during the implementation process according to an organization’s requirements

While it is impossible to summarize all the uses of Oracle Utilities Business Intelligence, they include:

- ◆ Analysis of snapshots of data that is constantly changing in the source databases
- ◆ Ad hoc analysis of transactional data in atomic format, creating summaries on the fly
- ◆ Tracking of sets of key performance indicators (KPIs) and goals over time
- ◆ The ability to query against a database designed for drilling down, reporting, and analysis (i.e., analytical processing), instead of a database designed for transactional processing
- ◆ Importing of data from multiple systems, to compare and contrast with existing data

Oracle Utilities Business Intelligence helps an organization to grow a culture of continuous self-measurement and self-improvement.

PITNEY BOWES

MailStream Plus

MailStream Plus™ organizes your CASS-certified™ mail files to earn you the maximum postal discounts, from basic to enhanced carrier route levels. MailStream Plus™ supports all United States Postal Service (USPS®) mail classes including First-Class, Periodicals, Standard and Package Services. And every mail type, including letters, postcards (single and double), flats, parcels (First-Class, machinable and irregular) and bound printed matter.

PAVE Gold-Certified

MailStream Plus™ is PAVE Gold-certified by the USPS® in every required presort category. The USPS® Presort Accuracy, Validation, and Evaluation (PAVE) program is a process designed in cooperation with the mailing industry to evaluate presort software and determine its accuracy in sorting address files according to Domestic Mail Manual (DMM) standards. As a gold-certified solution, MailStream Plus™ has successfully completed all electronic and paper-hardcopy requirements.

Customer Communication Management

The Correspondence solution being proposed for the City of Long Beach's modernization program is a part of PBBI's Customer Communication Management (CCM) Suite. This suite is a comprehensive solution that enables organizations of all sizes to produce accurate, easy to read documents that strengthen the relationship with their customers. Our solution covers the document creation process in every step with highly integrated applications and processes. The end result is a document creation process that allows collaborative design, pre-production proofing, and simple end user interface for interactive authoring and long term electronic storage, and high speed batch production. This solution provides for all skill levels, from developers to end users with easy to use desktop and web based applications. Once the documents are created they can be stored locally or within existing archival solutions for easy access by Customer Service.

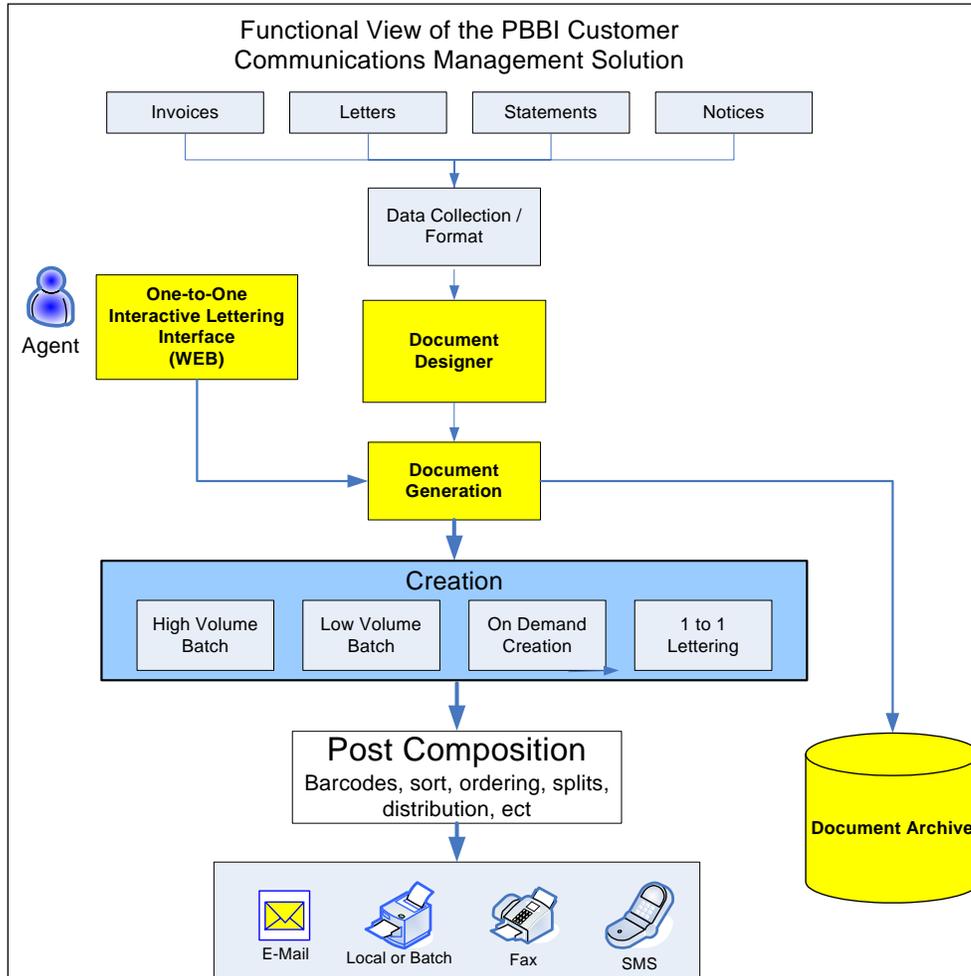
DOC1 Powering document generation, the DOC1 Document Design and Generation Platform is core to a strong correspondence design and development platform. They provide an industrial strength document generation solution for many of the largest organizations around the globe. These components will allow centralized document design from a single application platform, a shared content repository, and a collaborative environment for quick development. The same document templates can power batch document creation and also exist in the template library for use by the ad-hoc lettering component. Our proposed solution will provide the City of Long Beach enterprise with a best in class solution to author and produce business communications in a simple and efficient manner. Our solution solves the need to create, maintain, produce, and

deliver simple to highly sophisticated communications in batch or real time environments from the same solution. It also supports downstream print operations for the enterprise – all from a single vendor partner – Pitney Bowes Business Insight. This solution will be able to meet the current and future needs as The City of Long Beach grows and changes.

We believe we have a truly unique solution that delivers:

- ◆ Robust template management capabilities – Benefit: enables most customers to reduce the number of maintained templates by 30 to 50%
- ◆ The ability to share content components across multiple templates and then easily view an impact analysis of global changes. Benefit: document maintenance effort and time to market is dramatically faster.
- ◆ A unique design environment that allows you to create templates in a truly WYSIWYG environment that closely mimics MS Word without encountering all the production limitations of MS Word. Benefit: Create 1 off simple documents to high volume highly complex policies and statements from as single design environment.
- ◆ The ability to easily integrate business logic into your templates. Benefit: Self documenting design environment provides highly effective visual representation of document logic.
- ◆ Industry-leading technology that allows you to incorporate data collection fields into the document template. Benefit: This will enable you to have one point of maintenance for your interactive documents.
- ◆ The ability to handle both your batch and ad-hoc document needs within one system and one design environment. Benefit: enables shared common elements throughout your entire forms environment.
- ◆ Out-of-the-box, End-User environment that delivers correspondence generation, workflow, data capture and an approval subsystem. Benefit: significantly reduce the IT development, implementation, and maintenance time and associated costs.
- ◆ A tested solution from a vendor that has proven itself in the insurance space.

The solution encompasses the following core CCM technology components:



DOC1 Series 5

DOC1 Series 5 is a document creation solution that combines high-volume and/or on-demand document composition, with a campaign tracking and quality assurance capability that is the ideal solution to create and manage personalized customer communications and messaging campaigns for multi-channel delivery.

Using DOC1, companies can market more intelligently and communicate more effectively. DOC1 delivers communications whenever and wherever customers desire – via print, browser, fax or email. This multi-channel delivery capability makes DOC1 an essential building block of any successful CRM strategy. The DOC1 Series 5 suite puts departments like marketing, customer service, billing, distribution, IT, print/finish and e-commerce on the same customer communications team.

DOC1 Series 5 document composition system offers enhanced usability, improved productivity, increased performance, modernized architecture and expanded international support.

Key capabilities include:

- ◆ A variable data and conditional processing capabilities for tailoring information for each recipient
- ◆ A single, high performance composition engine that produces documents by the millions or on-demand
- ◆ The ability to delivers bills, statements, letters, intelligent reports and other mission-critical documents via print, fax, Web and secure email
- ◆ An easily implemented, robust statement presentment solution for call center and customer self-care applications that can be active in weeks – not months
- ◆ A modular design that provides a technology platform that can be leveraged for future growth

DOC1 Designer allows desktop and remote users to author and design powerful, effective business documents quickly and easily. DOC1 Designer controls and administers the interface users see, the documents and resources that can be accessed and provides an intuitive production control center for all of your documents. From the Work Center, users can create applications, edit existing ones, access shared resources and set up production jobs. Users can create applications without having access to the actual data or being concerned with data order or naming conventions – data aliases and variables are resolved at run time. Real-time preview capabilities ensure that what users see on the screen is what gets produced.

With DOC1 Designer, intuitive logic and advanced functionality come together to make it easy to create more effective communications, which can help reduce phone calls to your call centers, streamline operations, boost revenue and improve overall customer satisfaction.

DOC1 Generate uses the rules and content created in DOC1 Designer and Content Author to assemble customer-focused communications for multi-channel delivery. It is fast, scalable and portable — running under a variety of operating systems, including MVS (OS/390), Unix (AIX, Sun Solaris, HP-UX, HP-Itanium) Linux, OS/400 as well as the following versions of Window (Windows XP, 2000 and 2003).

DOC1 Generate composes in batch mode for high-volume output (lightning-fast for tight production print windows) as well as in real-time for on-demand applications. The engine produces AFP, IJPDS, Line data, Metacode, PostScript, PCL, PPML, RTF, VPS, VDX, VIPP for production printing as well as HTML, PDF and XML output for presentation and data exchange.

DOC1 Generate includes PCE (Post Composition Engine), a powerful post-composition to streamline finishing. With PCE users can manipulate a DOC1 generated AFP, Metacode and/or PostScript print streams so you can achieve a different sorting order, split the output file to meet production requirements or merge customer output from different runs into one envelope.

Companies using PCE are able to produce and distribute documents more effectively, reduce postage costs and add greater flexibility to their production output.

CC&B Bill and Letter Templates

Pitney Bowes Business Insight and Oracle Utilities Global Business Unit have co-developed several document templates and a direct data interchange from the CIS system to reduce the time needed to implement our solutions together.

The use of pre-coded applications enables utility providers to implement these applications quickly at a fraction of the cost they would otherwise incur by building these applications from the ground up.

The DOC1 Customer care and Billing Template Package includes three pre-coded applications: Bill Print, Field Order Print, and Letter Print. The applications are interfaced to the standard print extracts produced by the Oracle Utilities Global Business Unit's CIS software. The Bill Print application and the Letter Print application are also integrated with Pitney Bowes's Mailstream software (for USPS PAVE reporting).

Bill Print

The Bill Print format includes sections for the Account Summary, Customer Messages, Remittance Coupon, Service Detail, and Terms and Conditions. Within each type of Service, detail lines are printed for the rate components, a Bar Chart illustrates the previous 13 months of consumption, each meter reading is listed, and any adjustments are listed as well. The format of the Remittance Coupon varies for Auto pay accounts in an effort to eliminate Autopay consumers returning the Remittance Coupon with a payment. The application is configured to separate special handling Bills (oversized, foreign addresses, and pulled bills) from the automated mailing.

Letter Print

The Letter Print includes Reminder Letters, Disconnect Letters, and General Customer Contact Letters. Both the Disconnect Letters and the Reminder Letters include a Remittance Coupon.

Field Order Print

The Field Order format identifies and describes the service location, itemizes meters, badged items, and unbadged items, and lists the steps to be performed to complete the Field Activity. The batch of Field Orders will be divided so that Field Orders are separated by Dispatch Group to support decentralized printing of Field Orders in remote offices.

Requirements unique to the City of Long Beach are identified during a Joint Application Design (JAD) session and described in a formal Detailed Document Specification. Typical modifications include "branding" the documents with the City of Long Beach logo and address, modifying the OCR scan line on the Remittance Coupon, and adding OMR marks for automated



insertion equipment. Pitney Bowes will modify, test, and then install the three applications at the City of Long Beach.

CONFIDENTIAL DISCLOSURE AGREEMENT FOR CUSTOMER LICENSING AND SERVICES TRANSACTIONS

Effective Date: 200 .

Company: _____

This Confidential Disclosure Agreement is entered into by and between Oracle USA, Inc. ("Oracle") and the Company identified above. In order to protect certain confidential information ("Confidential Information") that may be disclosed between them, Oracle and Company agree as follows:

1. **Contact Information.** The parties' primary contacts under this Agreement are:

On behalf of Oracle:
 Name: _____
 Title: _____
 Oracle address: _____ Other: _____
 500 Oracle Parkway _____
 Redwood City, CA 94065 _____

On behalf of Company:
 Name: _____
 Title: _____
 Work Address: _____

2. **Description of Confidential Information.** The "Confidential Information" disclosed under this Agreement is described as Oracle's pricing, discounts and contract terms, and (*describe any additional specific categories of information required to be exchanged as part of the applicable pre-sale activities*):

Each party shall disclose to the other party, only such Confidential Information as is necessary for purposes of facilitating the pre-sale activities being conducted under this Agreement. A recipient of Confidential Information under this Agreement ("Recipient") will have a duty to protect only Confidential Information disclosed by the other party ("Discloser") that is identified as confidential at the time of disclosure.

3. **Disclosure Period.** This Agreement controls only Confidential Information that is disclosed within one year after the Effective Date of this Agreement.

4. **Protection of Confidential Information.** Recipient will hold Discloser's Confidential Information in confidence for a period of three years from the Effective Date of this Agreement. Recipient agrees, unless required by law, not to make Discloser's Confidential Information available in any form to any third party for any purpose other than implementation of an agreement between

Oracle and Company. Recipient will protect Confidential Information by using the same degree of care, but no

less than a reasonable degree of care, to prevent unauthorized disclosure or publication of the Confidential Information as Recipient uses to protect its own confidential information of a like nature.

5. **Exclusions.** This Agreement imposes no obligation upon a Recipient with respect to the Confidential Information that (a) was in Recipient's possession before receipt from Discloser; (b) is or becomes a matter of public knowledge through no fault of Recipient; (c) is rightfully received by Recipient from a third party without a duty of confidentiality; (d) is disclosed by Discloser to a third party without a duty of confidentiality; or (e) is disclosed by Recipient with Discloser's prior written approval.
6. **Proprietary Rights.** Neither party to this Agreement acquires any intellectual property rights in any Confidential Information disclosed under this Agreement.
7. **Independent Action.** Neither party has any obligation under this Agreement to purchase or otherwise acquire any service or item from the other party. The parties do not intend that any agency, partnership or joint venture relationship be created between them by this Agreement. Further, nothing in this Agreement will be construed to preclude either party from developing, using, marketing, licensing, and/or selling any software or data processing material developed without reference to the Confidential Information that is similar or related to the Confidential Information.
8. **Export Administration.** U.S. export control laws and the export and import control laws of other countries may govern the use of Confidential Information. Each party to this Agreement agrees to comply fully with all relevant export laws and regulations, including the U.S. Export Administration Act and Regulations, to assure that no Confidential Information or any portion thereof is exported, directly or indirectly, in violation of law.
9. **Limitation of Liability.** Neither party will be liable for any indirect, incidental, special, punitive, or consequential damages, or any loss of profits, revenue, data, or data use arising from breach of this Agreement.
10. **Governing Law.** This Agreement is governed by the substantive and procedural laws of California and the Company and Oracle agree to submit to the exclusive jurisdiction of, and venue in, the courts in San Francisco, San Mateo, or Santa Clara counties in California in any dispute arising out of or relating to this Agreement.
11. **Entire Agreement.** This Agreement sets forth the entire agreement with respect to the Confidential Information disclosed hereunder and supersedes all prior or contemporaneous agreements concerning such Confidential Information, whether written or oral. All additions or modifications to this Agreement must be made in writing and must be signed by authorized representatives of both parties. If any term of this Agreement is found to be invalid or unenforceable, the remaining provisions will remain effective.

ORACLE USA, INC.

COMPANY

Authorized Signature: _____
 (Contracts Organization or Vice President Level or higher)

Authorized Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

NOTE: ALL EXECUTED CONFIDENTIAL DISCLOSURE AGREEMENTS MUST BE FORWARDED TO ORACLE CONTRACTS FOR IMAGING.



ORACLE LICENSE AND SERVICES AGREEMENT

A. Agreement Definitions

“You” and “your” refers to the individual or entity that has executed this agreement (“agreement”) and ordered programs and/or services from Oracle USA, Inc. (“Oracle”) or an authorized distributor. The term “ancillary programs” refers to third party materials specified in the program documentation which may only be used for the purposes of installing or operating the programs with which the ancillary programs are delivered. The term “program documentation” refers to the program user manual and program installation manuals. The term “programs” refers to the software products owned or distributed by Oracle which you have ordered, program documentation, and any program updates acquired through technical support. The term “services” refers to technical support, education, hosted/outsourcing services, consulting or other services which you have ordered.

B. Applicability of Agreement

This agreement is valid for the order which this agreement accompanies.

C. Rights Granted

Upon Oracle’s acceptance of your order, you have the non-exclusive, non-assignable, royalty free, perpetual (unless otherwise specified in the ordering document), limited right to use the programs and receive any services you ordered solely for your internal business operations and subject to the terms of this agreement, including the definitions and rules set forth in the order and the program documentation. You may allow your agents and contractors (including, without limitation, outsourcers) to use the programs for this purpose and you are responsible for their compliance with this agreement in such use. For programs that are specifically designed to allow your customers and suppliers to interact with you in the furtherance of your internal business operations, such use is allowed under this agreement. If accepted, Oracle will notify you and this notice will include a copy of your agreement. Program documentation is delivered with the programs, or you may access the documentation online at <http://oracle.com/contracts>. Services are provided based on Oracle’s policies for the applicable services ordered, which are subject to change, and the specific policies applicable to you, and how to access them, will be specified on your order (except technical support services, which are as specified in section H of this agreement). Upon payment for services, you have the non-exclusive, non-assignable, royalty free, perpetual, limited right to use for your internal business operations anything developed by Oracle and delivered to you under this agreement; however, certain deliverables may be subject to additional license terms provided in the ordering document.

The services provided under this agreement may be related to your license to use programs which you acquire under a separate order. The agreement referenced in that order shall govern your use of such programs. Any services acquired from Oracle are bid separately from such program licenses, and you may acquire either services or such program licenses without acquiring the other.

D. Ownership and Restrictions

Oracle or its licensors retain all ownership and intellectual property rights to the programs. Oracle retains all ownership and intellectual property rights to anything developed and delivered under this agreement resulting from services. You may make a sufficient number of copies of each program for your licensed use and one copy of each program media.

Third party technology that may be appropriate or necessary for use with some Oracle programs is specified in the program documentation. Such third party technology is licensed to you under the terms of the third party technology license agreement specified in the program documentation and not under the terms of this agreement.

You may not:

- remove or modify any program markings or any notice of Oracle’s or its licensors’ proprietary rights;
- make the programs or materials resulting from the services available in any manner to any third party for use in the third party’s business operations (unless such access is expressly permitted for the specific program license or materials from the services you have acquired);
- cause or permit reverse engineering (unless required by law for interoperability), disassembly or decompilation of the programs (the foregoing prohibition includes but is not limited to review of data structures or similar materials produced by programs);
- disclose results of any program benchmark tests without Oracle’s prior written consent.

E. Warranties, Disclaimers and Exclusive Remedies

Oracle warrants that a program licensed to you will operate in all material respects as described in the applicable program documentation for one year after delivery (i.e., via physical shipment or electronic download). You must notify Oracle of any program warranty deficiency within one year after delivery. Oracle also warrants that services will be provided in a professional manner consistent with industry standards. You must notify Oracle of any services warranty deficiencies within 90 days from performance of the deficient services.

ORACLE DOES NOT GUARANTEE THAT THE PROGRAMS WILL PERFORM ERROR-FREE OR UNINTERRUPTED OR THAT ORACLE WILL CORRECT ALL PROGRAM ERRORS.

FOR ANY BREACH OF THE ABOVE WARRANTIES, YOUR EXCLUSIVE REMEDY AND ORACLE'S ENTIRE LIABILITY SHALL BE: (A) THE CORRECTION OF PROGRAM ERRORS THAT CAUSE BREACH OF THE WARRANTY; OR, IF ORACLE CANNOT SUBSTANTIALLY CORRECT SUCH BREACH IN A COMMERCIALY REASONABLE MANNER, YOU MAY END YOUR PROGRAM LICENSE AND RECOVER THE FEES YOU PAID TO ORACLE FOR THE PROGRAM LICENSE AND ANY UNUSED, PREPAID TECHNICAL SUPPORT FEES YOU HAVE PAID FOR THE PROGRAM LICENSE; OR (B) THE REPERFORMANCE OF THE DEFICIENT SERVICES; OR, IF ORACLE CANNOT SUBSTANTIALLY CORRECT A BREACH IN A COMMERCIALY REASONABLE MANNER, YOU MAY END THE RELEVANT SERVICES AND RECOVER THE FEES YOU PAID TO ORACLE FOR THE DEFICIENT SERVICES.

TO THE EXTENT NOT PROHIBITED BY LAW, THESE WARRANTIES ARE EXCLUSIVE AND THERE ARE NO OTHER EXPRESS OR IMPLIED WARRANTIES OR CONDITIONS INCLUDING WARRANTIES OR CONDITIONS OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

F. Trial Programs

You may order trial programs, or Oracle may include additional programs with your order which you may use for trial, non-production purposes only. You may not use the trial programs to provide or attend third party training on the content and/or functionality of the programs. You have 30 days from the delivery date to evaluate these programs. If you decide to use any of these programs after the 30 day trial period, you must obtain a license for such programs from Oracle or an authorized distributor. If you decide not to obtain a license for any program after the 30 day trial period, you will cease using and will delete any such programs from your computer systems. Programs licensed for trial purposes are provided "as is" and Oracle does not provide technical support or offer any warranties for these programs.

G. Indemnification

If a third party makes a claim against either you or Oracle ("Recipient" which may refer to you or Oracle depending upon which party received the Material), that any information, design, specification, instruction, software, data, or material ("Material") furnished by either you or Oracle ("Provider" which may refer to you or Oracle depending on which party provided the Material), and used by the Recipient infringes its intellectual property rights, the Provider, at its sole cost and expense, will defend the Recipient against the claim and indemnify the Recipient from the damages, liabilities, costs and expenses awarded by the court to the third party claiming infringement or the settlement agreed to by the Provider, if the Recipient does the following:

- notifies the Provider promptly in writing, not later than 30 days after the Recipient receives notice of the claim (or sooner if required by applicable law);
- gives the Provider sole control of the defense and any settlement negotiations; and
- gives the Provider the information, authority, and assistance the Provider needs to defend against or settle the claim.

If the Provider believes or it is determined that any of the Material may have violated a third party's intellectual property rights, the Provider may choose to either modify the Material to be non-infringing (while substantially preserving its utility or functionality) or obtain a license to allow for continued use, or if these alternatives are not commercially reasonable, the Provider may end the license for, and require return of, the applicable Material and refund any fees the Recipient may have paid to the other party for it and any unused, prepaid technical support fees you have paid to Oracle for the license. If you are the Provider and such return materially affects Oracle's ability to meet its obligations under the relevant order, then Oracle may, at its option and upon 30 days prior written notice, terminate the order. The Provider will not indemnify the Recipient if the Recipient alters the Material or uses it outside the scope of use identified in the Provider's user documentation or if the Recipient uses a version of the Materials which has been superseded, if the infringement claim could have been avoided by using an unaltered current version of the Material which was provided to the Recipient. The Provider will not indemnify the Recipient to the extent that an infringement claim is based upon any information, design, specification, instruction, software, data, or material not furnished by the Provider. Oracle will not indemnify you to the extent that an infringement claim is based upon the combination of any Material with any products or services not provided by Oracle. Oracle will not indemnify you for infringement caused by your actions against any third party if the Oracle

program(s) as delivered to you and used in accordance with the terms of this agreement would not otherwise infringe any third party intellectual property rights. Oracle will not indemnify you for any infringement claim that is based on: (1) a patent that you were made aware of prior to the effective date of this agreement (pursuant to a claim, demand, or notice); or (2) your actions prior to the effective date of this agreement. This section provides the parties' exclusive remedy for any infringement claims or damages.

H. Technical Support

For purposes of the ordering document, technical support consists of annual technical support services you may have ordered for the programs. If ordered, annual technical support (including first year and all subsequent years) is provided under Oracle's technical support policies in effect at the time the services are provided. The technical support policies, incorporated in this agreement, are subject to change at Oracle's discretion; however, Oracle policy changes will not result in a material reduction in the level of services provided for supported programs during the period for which fees for technical support have been paid. You should review the policies prior to entering into the ordering document for the applicable services. You may access the current version of the technical support policies at <http://oracle.com/contracts>.

Technical support is effective upon the effective date of the ordering document unless otherwise stated in your order. If your order was placed through the Oracle Store, the effective date is the date your order was accepted by Oracle.

Software Update License & Support (or any successor technical support offering to Software Update License & Support, "SULS") acquired with your order may be renewed annually and, if you renew SULS for the same number of licenses for the same programs, for the first and second renewal years the fee for SULS will not increase by more than 4% over the prior year's fees. If your order is fulfilled by a member of Oracle's partner program, the fee for SULS for the first renewal year will be the price quoted to you by your partner; the fee for SULS for the second renewal year will not increase by more than 4% over the prior year's fees.

If you decide to purchase technical support for any license within a license set, you are required to purchase technical support at the same level for all licenses within that license set. You may desupport a subset of licenses in a license set only if you agree to terminate that subset of licenses. The technical support fees for the remaining licenses will be priced in accordance with the technical support policies in effect at the time of termination. Oracle's license set definition is available in the current technical support policies. If you decide not to purchase technical support, you may not update any unsupported program licenses with new versions of the program.

I. End of Agreement

If either of us breaches a material term of this agreement and fails to correct the breach within 30 days of written specification of the breach, then the breaching party is in default and the non-breaching party may terminate this agreement. If Oracle ends this agreement as specified in the preceding sentence, you must pay within 30 days all amounts which have accrued prior to such end, as well as all sums remaining unpaid for programs ordered and/or services received under this agreement plus related taxes and expenses. If Oracle ends the license for a program under the Indemnification section, you must pay within 30 days all amounts remaining unpaid for services related to such license plus related taxes and expenses. Except for nonpayment of fees, the non-breaching party may agree in its sole discretion to extend the 30 day period for so long as the breaching party continues reasonable efforts to cure the breach. You agree that if you are in default under this agreement, you may not use those programs and/or services ordered. You further agree that if you have used an Oracle Financing Division contract to pay for the fees due under an order and you are in default under that contract, you may not use the programs and/or services that are subject to such contract. Provisions that survive termination or expiration are those relating to limitation of liability, infringement indemnity, payment, and others which by their nature are intended to survive.

J. Fees and Taxes

All fees payable to Oracle are due within 30 days from the invoice date. You agree to pay any sales, value-added or other similar taxes imposed by applicable law that Oracle must pay based on the programs and/or services you ordered, except for taxes based on Oracle's income. Also, you will reimburse Oracle for reasonable expenses related to providing the services. Fees for services listed in an ordering document are exclusive of taxes and expenses. You agree that you have not relied on the future availability of any programs or updates in entering into the payment obligations in your ordering document; however, (a) if you order SULS for programs, the preceding sentence does not relieve Oracle of its obligation to provide updates under your ordering document, if-and-when available, in accordance with Oracle's then current technical support policies, and (b) the preceding sentence does not change the rights granted to you for any program licensed under your ordering document, per the terms of your ordering document and this agreement.

K. Nondisclosure

By virtue of this agreement, the parties may have access to information that is confidential to one another (“confidential information”). We each agree to disclose only information that is required for the performance of obligations under this agreement. Confidential information shall be limited to the terms and pricing under this agreement and all information clearly identified as confidential at the time of disclosure.

A party’s confidential information shall not include information that: (a) is or becomes a part of the public domain through no act or omission of the other party; (b) was in the other party’s lawful possession prior to the disclosure and had not been obtained by the other party either directly or indirectly from the disclosing party; (c) is lawfully disclosed to the other party by a third party without restriction on the disclosure; or (d) is independently developed by the other party.

We each agree to hold each other’s confidential information in confidence for a period of three years from the date of disclosure. Also, we each agree to disclose confidential information only to those employees or agents who are required to protect it against unauthorized disclosure. Nothing shall prevent either party from disclosing the terms or pricing under this agreement or orders submitted under this agreement in any legal proceeding arising from or in connection with this agreement or disclosing the confidential information to a federal or state governmental entity as required by law.

L. Entire Agreement

You agree that this agreement and the information which is incorporated into this agreement by written reference (including reference to information contained in a URL or referenced policy), together with the applicable ordering document, are the complete agreement for the programs and/or services ordered by you, and that this agreement supersedes all prior or contemporaneous agreements or representations, written or oral, regarding such programs and/or services. If any term of this agreement is found to be invalid or unenforceable, the remaining provisions will remain effective and such term shall be replaced with a term consistent with the purpose and intent of this agreement. It is expressly agreed that the terms of this agreement and any Oracle ordering document shall supersede the terms in any purchase order or other non-Oracle document and no terms included in any such purchase order or other non-Oracle document shall apply to the programs and/or services ordered. This agreement and ordering documents may not be modified and the rights and restrictions may not be altered or waived except in a writing signed or accepted online through the Oracle Store by authorized representatives of you and of Oracle. Any notice required under this agreement shall be provided to the other party in writing.

M. Limitation of Liability

NEITHER PARTY SHALL BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES, OR ANY LOSS OF PROFITS, REVENUE, DATA, OR DATA USE. ORACLE’S MAXIMUM LIABILITY FOR ANY DAMAGES ARISING OUT OF OR RELATED TO THIS AGREEMENT OR YOUR ORDER, WHETHER IN CONTRACT OR TORT, OR OTHERWISE, SHALL BE LIMITED TO THE AMOUNT OF THE FEES YOU PAID ORACLE UNDER THIS AGREEMENT, AND IF SUCH DAMAGES RESULT FROM YOUR USE OF PROGRAMS OR SERVICES, SUCH LIABILITY SHALL BE LIMITED TO THE FEES YOU PAID ORACLE FOR THE DEFICIENT PROGRAM OR SERVICES GIVING RISE TO THE LIABILITY.

N. Export

Export laws and regulations of the United States and any other relevant local export laws and regulations apply to the programs. You agree that such export control laws govern your use of the programs (including technical data) and any services deliverables provided under this agreement, and you agree to comply with all such export laws and regulations (including “deemed export” and “deemed re-export” regulations). You agree that no data, information, program and/or materials resulting from services (or direct product thereof) will be exported, directly or indirectly, in violation of these laws, or will be used for any purpose prohibited by these laws including, without limitation, nuclear, chemical, or biological weapons proliferation, or development of missile technology.

O. Other

1. This agreement is governed by the substantive and procedural laws of California and you and Oracle agree to submit to the exclusive jurisdiction of, and venue in, the courts in San Francisco, San Mateo, or Santa Clara counties in California in any dispute arising out of or relating to this agreement.
2. If you have a dispute with Oracle or if you wish to provide a notice under the Indemnification section of this agreement, or if you become subject to insolvency or other similar legal proceedings, you will promptly send written notice to: Oracle USA, Inc., 500 Oracle Parkway, Redwood City, California, USA, Attention: General Counsel, Legal Department.

3. You may not assign this agreement or give or transfer the programs and/or any services or an interest in them to another individual or entity. If you grant a security interest in the programs and/or any services deliverables, the secured party has no right to use or transfer the programs and/or any services deliverables, and if you decide to finance your acquisition of the programs and/or any services, you will follow Oracle's policies regarding financing which are at <http://oracle.com/contracts>.
4. Except for actions for nonpayment or breach of Oracle's proprietary rights, no action, regardless of form, arising out of or relating to this agreement may be brought by either party more than two years after the cause of action has accrued.
5. Upon 45 days written notice, Oracle may audit your use of the programs. You agree to cooperate with Oracle's audit and provide reasonable assistance and access to information. Any such audit shall not unreasonably interfere with your normal business operations. You agree to pay within 30 days of written notification any fees applicable to your use of the programs in excess of your license rights. If you do not pay, Oracle can end your technical support, licenses and/or this agreement. You agree that Oracle shall not be responsible for any of your costs incurred in cooperating with the audit.
6. The Uniform Computer Information Transactions Act does not apply to this agreement or orders placed under it. You understand that Oracle's business partners, including any third party firms retained by you to provide computer consulting services, are independent of Oracle and are not Oracle's agents. Oracle is not liable for nor bound by any acts of any such business partner, unless the business partner is providing services as an Oracle subcontractor on an engagement ordered under this agreement.

P. Force Majeure

Neither of us shall be responsible for failure or delay of performance if caused by: an act of war, hostility, or sabotage; act of God; electrical, internet, or telecommunication outage that is not caused by the obligated party; government restrictions (including the denial or cancellation of any export or other license); other event outside the reasonable control of the obligated party. We both will use reasonable efforts to mitigate the effect of a force majeure event. If such event continues for more than 90 days, either of us may cancel unperformed services upon written notice. This section does not excuse either party's obligation to take reasonable steps to follow its normal disaster recovery procedures or your obligation to pay for programs delivered or services provided.

Q. License Definitions and Rules

To fully understand your license grant, you need to review the definition for the licensing metric and term designation as well as the licensing rules which are listed below.

Definitions and License Metrics

Adapter: is defined as each software code interface, installed on each Oracle Internet Application Server Enterprise Edition, which facilitates communication of information between each version of a third party software application or system and Oracle programs.

\$M Annual Transaction Volume: is defined as one million U.S. dollars (\$1,000,000.00) in all purchase orders transacted and all auctions conducted through the Oracle Exchange Marketplace by you and others during the applicable year of the Oracle Exchange Marketplace license, regardless of whether any such auction results in a purchase order, provided that an auction resulting in a purchase order shall only be counted against the Annual Transaction Volume once.

Applications National Language Support (NLS) Supplement Media Packs: Please be advised that only a subset of the products included on an Applications NLS Supplement Media Pack have been translated. For existing supported customers, MetaLink has information on which products have been translated for the supported languages (<http://metalink.oracle.com>). For new or unsupported customers, please contact your Oracle Account Manager for this information.

Application User: is defined as an individual authorized by you to use the applicable licensed application programs which are installed on a single server or on multiple servers regardless of whether the individual is actively using the programs at any given time. If you license the Oracle Self Service Work Request option in conjunction with Oracle Enterprise Asset Management, you are required to maintain licenses for the equivalent number of Application Users licensed and you are granted unlimited access to initiate work requests, view work request status and view scheduled completion dates for your entire employee population. Application Users licensed for Oracle Order Management are allowed to manually enter orders directly into the programs but any orders entered electronically from other sources must be licensed separately. For Oracle Sourcing, Oracle iSupplier Portal, Oracle Services Procurement, PeopleSoft eSupplier Connection, PeopleSoft Strategic Sourcing and JD Edwards Supplier Self Service programs, use by your external suppliers is included with your application user licenses.

Application Read-Only User: is defined as an individual authorized by you to run only queries or reports against the application program for which you have also acquired non read-only licenses, regardless of whether the individual is actively using the programs at any given time.

Case Report Form (CRF) Page: is defined as the "electronic equivalent" of what would be the total number of physical paper pages initiated remotely by the program (measured explicitly in the program as Received Data Collection Instruments) during a 12 month period. You may not exceed the licensed number of CRF Pages during any 12 month period unless you acquire additional CRF Page licenses from Oracle.

Collaboration Program User: is defined as an individual authorized by you to use the programs which are installed on a single server or on multiple servers regardless of whether the individual is actively using the programs at any given time. For the purposes of counting and licensing the number of Beehive Synchronous Collaboration users, a Collaboration Program User within your company is defined as a user able to initiate, or host, a web conference and also participate in a web conference; all participants in the web conference external to your company and attending a web conference are not required to be licensed.

Compensated Individual: is defined as an individual whose compensation or compensation calculations are generated by the programs. The term Compensated Individual includes, but is not limited to, your employees, contractors, retirees, and any other Person.

Computer: is defined as the computer on which the programs are installed. A Computer license allows you to use the licensed program on a single specified computer.

Connector: is defined as each connector connecting the software product with an external product. A unique connector is required for each distinct product that the software product is required to interface.

\$M Cost of Goods Sold: is defined as one million U.S. dollars (\$1,000,000.00) in the total cost of inventory that a company has sold during their fiscal year. If Cost of Goods Sold is unknown to you then Cost of Goods Sold shall be equal to 75% of total company revenue.

Custom Suite User: is defined as an individual authorized by you to use the application programs included in the applicable Custom Applications Suite which are installed on a single server or on multiple servers regardless of whether the individual is actively using the programs at any given time.

Customer: is defined as the customer entity specified on the ordering document. The programs may not be used or accessed for the business operations of any third party, including but not limited to your customers, partners, or your affiliates. There is no limitation on the number of computers on which such programs may be copied, installed and used.

Developer User / Developer/ Developer Seat: is defined as an individual authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether the individual is actively using the programs at any given time. With respect to Developer Users only, such users may create, modify, view and interact with the programs and documentation.

Electronic Order Line: is defined as the total number of distinct order lines entered electronically into the Oracle Order Management application from any source (not manually entered by licensed Order Management Users, Professional Users 2003, or Professional Users 2003 - External) during a 12 month period. This includes order lines originating as external EDI/XML transactions and/or sourced from other Oracle and non-Oracle applications. You may not exceed the licensed number of order lines during any 12 month period.

Employee: is defined as all of your full-time, part-time, temporary employees and all of your agents, contractors and consultants. The quantity of the licenses required is determined by the number of Employees and not the actual number of users. In addition, if you elect to outsource any business function(s) to another company, all of the company's full-time, part-time, temporary employees and agents, contractors and consultants that are providing the outsourcing services for you must be counted for the purposes of determining the number of Employees.

Employee User: is defined as an individual authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether or not the individual is actively using the programs at any given time

Expense Report: is defined as the total number of expense reports processed by Internet Expenses during a 12 month period. You

may not exceed the licensed number of expense reports during any 12 month period.

Faculty User: is defined as an active teaching member of the faculty for an accredited academic institution; such user may only use the programs for academic and non-commercial use.

Field Technician: is defined as an engineer, technician, representative, or other person who is dispatched by you, including the dispatchers, to the field using the programs.

\$M Freight Under Management: is defined as one million US Dollars (\$1,000,000.00) of the total transportation value of tendered orders for all shipments for a given calendar year during the term of the license. FUM shall include the combined total of actual freight purchased by you, plus the cost of freight for shipments managed by you (e.g., you are not purchasing transportation services on behalf of your clients but are providing transportation management services for your clients). Freight that is paid by a third party shall also be included in the FUM total (e.g., inbound shipments from suppliers to you with freight terms of prepaid).

Full Time Equivalent (FTE) Student: is defined as any full-time student enrolled in your institution and any part-time student enrolled in your institution counts as 25% of an FTE Student. The definition of "full-time" and "part-time" is based on your policies for student classification. If the number of FTE Students is a fraction, that number will be rounded to the nearest whole number for purposes of license quantity requirements.

Hosted Named User: is defined as an individual authorized by you to access the hosted service, regardless of whether the individual is actively accessing the hosted service at any given time.

1K Invoice Line: is defined as one thousand invoice line items processed by the program during a 12 month period. You may not exceed the licensed number of Invoice Lines during any 12 month period unless you acquire additional Invoice Line licenses from Oracle.

IVR Port: is defined as a single caller that can be processed via the Interactive Voice Response (IVR) system. You must purchase licenses for the number of IVR Ports that represent the maximum number of concurrent callers that can be processed by the IVR system.

Learning Credits: may be used to acquire education products and services offered in the Oracle University online catalogue posted at <http://www.oracle.com/education> under the terms specified therein. Learning credits may only be used to acquire products and services at the list price in effect at the time you order the relevant product or service, and may not be used for any product or service that is subject to a discount or a promotion when you order the relevant product or service. The list price will be reduced by applying the discount specified in your order. Notwithstanding anything to the contrary in the previous three sentences, learning credits may also be used to pay taxes, materials and/or expenses related to your order; however, the discount specified above will not be applied to such taxes, materials and/or expenses. Learning credits are valid for a period of 12 months from the date your order is accepted by Oracle, and you must acquire products and must use any acquired services prior to the end of such period. You may only use learning credits in the country in which you acquired them, may not use them as a payment method for additional learning credits, and may not use different learning credits accounts to acquire a single product or service or to pay related taxes, materials and/or expenses. Learning credits are non-transferable and non-assignable. You may be required to execute standard Oracle ordering materials when using learning credits to order products or services.

\$M in Managed Assets: is defined as one million U.S. dollars (\$1,000,000.00) of the following total: (1) Book value of investment in capital leases, direct financing leases and other finance leases, including residuals, whether owned or managed for others, active on the program, plus (2) Book value of assets on operating leases, whether owned or managed for others, active on the program, plus (3) Book value of loans, notes, conditional sales contracts and other receivables, owned or managed for others, active on the program, plus (4) Book value of non earning assets, owned or managed for others, which were previously leased and active on the program, including assets from term terminated leases and repossessed assets, plus (5) Original cost of assets underlying leases and loans, originated and active on the program, then sold within the previous 12 months.

Membership: is defined as an individual authorized by you to access the hosted service, regardless of whether the individual is accessing the hosted service at any given time.

Module: is defined as each production database running the programs.

Monitored User: is defined as an individual who is monitored by an Analytics program which is installed on a single server or multiple servers, regardless of whether the individual is actively being monitored at any given time. Individual users who are

licensed for an Analytics program by either Named User Plus or Application User may not be licensed by Monitored User. For the purposes of the Usage Accelerator Analytics program, every user of your licensed CRM Sales application program must be licensed. For the purposes of the Human Resources Compensation Analytics program, all of your employees must be licensed.

For the purpose of the following Oracle Governance, Risk, and Compliance applications: Application Access Controls Governor, Application Access Controls for E-Business Suite, Configuration Controls Governor, Configuration Controls for E-Business Suite, Transaction Controls Governor, Preventive Controls Governor, and Governance, Risk, and Compliance Controls Suite, the number of Monitored Users is equal to the total number of unique E-Business Suite users (individuals) being monitored by the program(s), as created/defined in the User Administration function of E-Business Suite. Users of iProcurement and/or Self-Service Human Resources are excluded.

For the purpose of the following PeopleSoft Enterprise Governance, Risk, and Compliance applications: Application Access Controls Governor, Application Access Controls for PeopleSoft Enterprise, Configuration Controls Governor, and Configuration Controls for PeopleSoft Enterprise, the number of Monitored Users is equal to the total number of unique PeopleSoft Enterprise (or any other custom applications / programs) users (individuals) that the program monitors.

Named User Plus / Named User: is defined as an individual authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether the individual is actively using the programs at any given time. All of the remaining provisions of this definition apply only with respect to Named User Plus licenses, and not to Named User licenses. A non human operated device will be counted as a named user plus in addition to all individuals authorized to use the programs, if such devices can access the programs. If multiplexing hardware or software (e.g., a TP monitor or a web server product) is used, this number must be measured at the multiplexing front end. Automated batching of data from computer to computer is permitted. You are responsible for ensuring that the named user plus per processor minimums are maintained for the programs contained in the user minimum table in the licensing rules section; the minimums table provides for the minimum number of named users plus required and all actual users must be licensed.

For the purposes of the following programs: Configuration Management Pack for Applications, System Monitoring Plug-in for Hosts, System Monitoring Plug-in for Non Oracle Databases, System Monitoring Plug-in for Non Oracle Middleware, Diagnostics Pack for Non-Oracle Middleware, Management Pack for WebCenter Suite, Management Pack for IBM Websphere Portal and Provisioning Pack, only the users of the program that is being managed/monitored are counted for the purpose of determining the number of Named User Plus licenses required.

For the purposes of the following programs: Application Management Pack for Oracle E-Business Suite, Application Change Management Pack for Oracle E-Business Suite, Application Management Pack for Siebel, and Application Management Pack for PeopleSoft Enterprise, all users of the middleware and/or database software that support the respective application program are counted for the purpose of determining the number of Named User Plus licenses required.

With respect to the following programs: Load Testing for Web Applications, Load Testing for Web Applications Developer Edition, Load Testing Accelerator for Web Services, and Load Testing Accelerator for Siebel, each emulated human user and non human operated device shall be considered as a virtual user and shall be counted when determining the number of Named User Plus licenses required.

Network Device: is defined as the hardware and/or software whose primary purpose is to route and control communications between computers or computer networks. Examples of network devices include but are not limited to, routers, firewalls and network load balancers.

Non Employee User - External: is defined as an individual, who is not your employee, contractor or outsourcer, authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether or not the individual is

actively using the programs at any given time.

Oracle Finance Division Contract: is a contract between you and Oracle (or one of Oracle's affiliates) that provides for payments over time of some or all of the sums due under your order.

Oracle University Knowledge Center Service: is defined as a web based learning environment hosted by Oracle that provides on demand access to either an individual Oracle University training course ("Online Course") or to all (or limited content subsets) of the Oracle University training courses available on the Knowledge Center website ("Passport"). The Oracle University Knowledge Center Service is available at <http://www.oracle.com/education/oukc/>, and is made available to you subject to the terms of this agreement and Oracle University's Online Hosting Access Policies, which are located at http://www.oracle.com/education/oukc/hosting_policies.html and may be updated by Oracle from time to time without notice to you. Online Courses and Passports are made available on a membership basis. In the event that any Oracle programs are made available for download as part of the service, then use of such programs is subject to the terms of this agreement. If you acquire the Oracle University Knowledge Center Service, the term shall be one or two year(s) from the effective date of your order. Oracle University Knowledge Center Service is licensed on an individual subscriber basis and is non-transferable and non-assignable. **NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THE AGREEMENT, ORACLE DOES NOT WARRANT THAT THE ORACLE UNIVERSITY KNOWLEDGE CENTER SERVICE WILL BE PROVIDED UNINTERRUPTED OR ERROR-FREE.**

Order Line: is defined as the total number of order entry line items processed by the program during a 12 month period. Multiple order entry line items may be entered as part of an individual customer order or quote and may also be automatically generated by the Oracle Configurator. You may not exceed the licensed number of Order Lines during any 12 month period unless you acquire additional Order Line licenses from Oracle.

Order Management User: is defined as an individual authorized by you to use the applicable licensed application programs which are installed on a single server or on multiple servers regardless of whether the individual is actively using the programs at any given time. Order Management Users are allowed to manually enter orders directly into the programs but any orders entered electronically from other sources must be licensed separately.

Orders: is defined as the total number of distinct orders for all programs that are a part of Electronic Orders, entered electronically (not manually entered by licensed professional users) through EDI, XML or other electronic means including purchase orders transmitted from Oracle Purchasing, during a 12 month period. You may not exceed the licensed number of orders during any 12 month period.

Partner Organization: is defined as an external third party business entity that provides value-added services in developing, marketing and selling your products. Depending upon the type of industry, partner organizations play different roles and are recognized by different names such as reseller, distributor, agent, dealer or broker.

Person: is defined as your employee or contractor who is actively working on behalf of your organization or a former employee who has one or more benefit plans managed by the system or continues to be paid through the system. For Project Resource Management, a person is defined as an individual who is scheduled on a project. The total number of licenses needed is to be based on the peak number of part-time and full-time people whose records are recorded in the system.

Physical Server: is defined as each physical server on which the programs are installed.

Ported Number: is defined as the telephone number that end users retain as they change from one service provider to another. This telephone number originally resides on a telephone switch and is moved into the responsibility of another telephone switch.

Processor: shall be defined as all processors where the Oracle programs are installed and/or running. Programs licensed on a processor basis may be accessed by your internal users (including agents and contractors) and by your third party users. The number of required licenses shall be determined by multiplying the total number of cores of the processor by a core processor licensing factor specified on the Oracle Processor Core Factor Table which can be accessed at <http://oracle.com/contracts>. All cores on all multicore chips for each licensed program are to be aggregated before multiplying by the appropriate core processor licensing factor and all fractions of a number are to be rounded up to the next whole number. When licensing Oracle programs with Standard Edition One or Standard Edition in the product name, a processor is counted equivalent to an occupied socket; however, in the case of multi-chip modules, each chip in the multi-chip module is counted as one occupied socket.

For example, a multicore chip based server with an Oracle Processor Core Factor of 0.25 installed and/or running the program

(other than Standard Edition One programs or Standard Edition programs) on 6 cores would require 2 processor licenses (6 multiplied by a core processor licensing factor of .25 equals 1.50, which is then rounded up to the next whole number, which is 2). As another example, a multicore server for a hardware platform not specified in the Oracle Processor Core Factor Table installed and/or running the program on 10 cores would require 10 processor licenses (10 multiplied by a core processor licensing factor of 1.0 for 'All other multicore chips' equals 10).

For the purposes of the following program: Healthcare Transaction Base, only the processors on which Internet Application Server Enterprise Edition and Healthcare Transaction Base programs are installed and/or running must be counted for the purpose of determining the number of licenses required.

For the purposes of the following programs: iSupport, iStore and Configurator, only the processors on which Internet Application Server (Standard Edition and/or Enterprise Edition) and the licensed program (e.g., iSupport, iStore and/or Configurator) are running must be counted for the purpose of determining the number of licenses required for the licensed program; under these licenses you may also install and/or run the licensed program on the processors where a licensed Oracle Database (Standard Edition and/or Enterprise Edition) is installed and/or running.

For the purposes of the following programs: Configuration Management Pack for Applications, System Monitoring Plug-in for Hosts, System Monitoring Plug-in for Non-Oracle Databases, System Monitoring Plug-in for Non-Oracle Middleware, Diagnostics Pack for Non-Oracle Middleware, Management Pack for WebCenter Suite, Management Pack for IBM Websphere Portal and Provisioning Pack, only the processors on which the program that is being managed/monitored are running must be counted for the purpose of determining the number of licenses required.

For the purposes of the following programs: Application Management Pack for Oracle E-Business Suite, Application Change Management Pack for Oracle E-Business Suite, Application Management Pack for Siebel, and Application Management Pack for PeopleSoft, all processors on which the middleware and/or database software that support the respective application program are running must be counted for the purpose of determining the number of licenses required.

For the purposes of the following programs: Data Integrator Enterprise Edition, Data Integrator and Application Adapter for Data Integration, Informatica PowerCenter and PowerConnect Adapters, Application Adapters for Data Integration, and Application Adapter for Warehouse Builder for: PeopleSoft, Oracle E-Business Suite, Siebel, and SAP, only the processor(s) on which the target database is running must be counted for the purpose of determining the number of licenses required.

For the purposes of the following program: Audit Vault Collection Agent, only the processors of the database sources from which audit data is collected must be counted for the purpose of determining the number of licenses required.

For the purposes of the following program: In-Memory Database Cache, only the processors on which the Times Ten In-Memory Database component of the In-Memory Database Cache program is installed and/or running must be counted for the purpose of determining the number of licenses required.

Program Documentation: is defined as the program user manual and program installation manuals.

\$M in Revenue: is defined as one million U.S. dollars (\$1,000,000.00) in all income (interest income and non interest income) before adjustments for expenses and taxes generated by you during a fiscal year.

\$M Revenue Under Management: is defined as one million U.S. dollars (\$1,000,000.00) in all income (interest income and non interest income) before adjustments for expenses and taxes generated by you during a fiscal year for the product lines for which the programs are used.

Record: The Customer Hub B2B is a bundle that includes two components, Siebel Universal Customer Master B2B and Oracle Customer Data Hub. For the purposes of the Customer Hub B2B application, record is defined as the total number of unique customer database records stored in the Customer Hub B2B application (i.e., stored in a component of Customer Hub B2B). A customer database record is a unique business entity or company record, which is stored as an account for the Siebel Universal Customer Master B2B product or as an organization for the Oracle Customer Data Hub product.

The Customer Hub B2C is a bundle that includes two components, Siebel Universal Customer Master B2C and Oracle Customer Data Hub. For the purposes of the Customer Hub B2C application, record is defined as the total number of unique customer database records stored in the Customer Hub B2C application (i.e., stored in a component of Customer Hub B2C). A customer database record is a unique consumer (i.e., physical person) record, which is stored as a contact for the Siebel Universal

Customer Master product or as a person for the Oracle Customer Data Hub product.

The Product Hub is a bundle that includes two components, Siebel Universal Product Master and Oracle Product Information Management Data Hub. For the purposes of the Product Hub application, record is defined as the total number of unique product database records stored in the Product Hub application (i.e., stored in a component of Product Hub). A product database record is a unique product component or SKU stored in the MTL_SYSTEM_ITEMS table with an active or inactive status and does not include any instance items (i.e. *-star items) or organization assignments of the same item.

For the purposes of the Case Hub program a record is defined as the total number of unique case database records stored in the Case Hub program. A case database record is a unique request or issue requiring investigation or service stored in S_CASE table with an active or inactive status.

For the purposes of the Site Hub program a record is defined as the total number of unique site database records stored in the RRS_SITES_B table of the Site Hub program. A site database record is a unique site (e.g., an asset, a building, part of a building (such as a store or a franchise within a store, an ATM, etc.)) stored in the Site Hub program.

For the programs listed above, please see the application licensing prerequisites as specified in the Applications Licensing Table which may be accessed at <http://oracle.com/contracts> for the grant and restrictions of the underlying Oracle technology.

For the Hyperion Data Relationship Management program, a record is defined as the unique occurrence of any business object or master data construct that you choose to manage within the program. Records may describe any number of enterprise information assets, commonly referred to as base members, including but not limited to cost centers, ledger accounts, legal entities, organizations, products, vendors, assets, locations, regions or employees. Additionally, a record may also be a summary object, commonly referred to as a rollup member, that either summarizes base members or describes hierarchical information associated with underlying base members. Records represent unique occurrences and they do not include any duplicates or shared references that may be essential for master data management purposes.

1000 Records: is defined as 1000 cleansed records (i.e., rows) that are output from a production data flow of the Data Quality for Data Integrator program.

RosettaNet Partner Interface Processes® (PIPs®): are defined as business processes between trading partners. Preconfigured system-to-system XML-based dialogs for the relevant E-Business Suite Application(s) are provided. Each preconfigured PIP includes a business document with the vocabulary and a business process with the choreography of the message dialog.

Rule Set: is defined as a data rules file containing content for a given country in order to perform data quality functions optimized for that country.

Server: is defined as the computer on which the programs are installed. A Server license allows you to use the licensed program on a single specified computer.

Service Order Line: is defined as the total number of service order entry line items processed by the program during a 12 month period. Multiple service order entry line items may be entered as part of an individual customer service order or quote. You may not exceed the licensed number of Service Order Lines during any 12 month period unless you acquire additional Service Order Line licenses from Oracle.

Subscriber: is defined as (a) a working telephone number for all wireline devices; (b) a portable handset or paging device that has been activated by you for wireless communications and paging; (c) a residential drop or a nonresidential device serviced by a cable provider; or (d) a live connected utility meter. The total number of Subscribers is equal to the aggregate of all types of Subscribers. If your business is not defined in the primary definition of Subscriber above, Subscriber is defined as each U.S. \$1,000 increment of your gross annual revenue as reported to the SEC in your annual report or the equivalent accounting or reporting document.

Suite: is defined as all the functional software components described in the product documentation.

Tape Drive: is defined as mechanical devices used to sequentially write, read and restore data from magnetic tape media. Typically used, but not limited to, data protection and archival purposes, tape drives are deployed either as a standalone unit(s) or housed within a robotic tape library. Examples of tape drive include but are not limited to, Linear Tape Open (LTO), Digital Linear Tape (DLT), Advanced Intelligent Type (AIT), Quarter-Inch Cartridge (QIC), Digital Audio Tape (DAT), and 8mm Helical Scan. For cloud based backups, Oracle counts each parallel stream or Recovery Manager (RMAN) channel as equivalent to a tape drive.

Technical Reference Manuals

Technical Reference Manuals (“TRMs”) are Oracle’s confidential information. You shall use the TRMs solely for your internal data processing operations for purposes of: (a) implementing applications programs, (b) interfacing other software and hardware systems to the applications programs and (c) building extensions to applications programs. You shall not disclose, use or permit the disclosure or use by others of the TRMs for any other purpose. You shall not use the TRMs to create software that performs the same or similar functions as any of Oracle products. You agree: (a) to exercise either at least the same degree of care to safeguard the confidentiality of the TRMs as you exercise to safeguard the confidentiality of your own most important confidential information or a reasonable degree of care, whichever is greater; (b) to maintain agreements with your employees and agents that protect the confidentiality and proprietary rights of the confidential information of third parties such as Oracle and instruct your employees and agents of these requirements for the TRMs; (c) restrict disclosure of the TRMs to those of your employees and agents who have a "need to know" consistent with the purposes for which such TRMs were disclosed; (d) maintain the TRMs at all times on your premises; and (e) not to remove or destroy any proprietary or confidential legends or markings placed upon the TRMs. Oracle shall retain all title, copyright and other proprietary rights in the TRMs. TRMs are provided to you "as-is" without any warranty of any kind. Upon termination, you shall cease using, and shall return or destroy, all copies of the applicable TRMs.

Terabyte: is defined as a terabyte of computer storage space used by a storage filer equal to one trillion bytes.

Trading Partner: is defined as an end user of a business to business (B2B) hub.

Trainee: is defined as an employee, contractor, student or other person who is being recorded by the program.

Transaction: is defined as each set of interactions that is initiated by an application user recorded by Oracle Enterprise Manager to capture availability and performance metrics used in calculating service levels. For example, the following set of interactions would represent one transaction: login, search customer, log out.

1K Transactions: is defined as one thousand unique transactions processed through the program during a 12 month period. You may not exceed the licensed number of transactions during a 12 month period unless you acquire additional transaction licenses from Oracle. For Oracle Contact Center Anywhere, a unique transaction is defined as one of the following: inbound phone call, outbound phone call (direct dialed, preview dialed, predictive dialed, web call back), workgroup fax, workgroup email/voice mail, and chat session (inbound sessions / web collaboration with agents). For JD Edwards World Purchase Card Management, a unique transaction is defined as a single charge processed by the program.

UPK Developer: is defined as an individual authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether the individual is actively using the programs at any given time. UPK Developers may create, modify, view and interact with simulations and documentation.

UPK Employee: is defined as an active employee of yours. (Note: The value of these applications is determined by the size of the active employee population and not the number of actual users. Therefore, all of your active employees must be included in your order when licensing these applications). UPK Employees may view and interact with simulations and documentation but may not create or modify simulations or documentation.

UPK User: is defined as an individual authorized by you to use the programs which are installed on a single server or multiple servers, regardless of whether the individual is actively using the programs at any given time. UPK Users may view and interact with simulations and documentation but may not create or modify simulations or documentation.

Workstation: is defined as the client computer from which the programs are being accessed, regardless of where the program is installed.

Term Designation

If your program license does not specify a term, the program license is perpetual and shall continue unless terminated as otherwise provided in the agreement.

1, 2, 3, 4, 5 Year Terms: A program license specifying a 1, 2, 3, 4 or 5 Year Term shall commence on the effective date of the order and shall continue for the specified period. At the end of the specified period the program license shall terminate.

1 Year Hosting Term: A program license specifying a 1 Year Hosting Term shall commence on the effective date of the order and shall continue for a period of 1 year. At the end of the 1 year the program license shall terminate. A program license specifying

a 1 Year Hosting Term may only be used for providing internet hosting services.

1 Year Oracle Hosted Term: A program license specifying a 1 Year Oracle Hosted Term shall commence on the effective date of the order and shall continue for a period of 1 year. At the end of the 1 year the program license shall terminate. A program license specifying a 1 Year Oracle Hosted Term must be hosted by Oracle.com via Computer and Administration services.

1 Year Subscription: A program license specifying a 1 Year Subscription shall commence on the effective date of the order and shall continue for a period of 1 year. At the end of the 1 year the program license shall terminate.

Licensing Rules

Failover: Subject to the conditions that follow below, your license for the following programs, Oracle Database (Enterprise Edition, Standard Edition or Standard Edition One), Oracle Database Enterprise Edition Options, Oracle Internet Application Server (Enterprise Edition, Standard Edition, Standard Edition One or Java Edition), Oracle Internet Application Server Options, Business Intelligence Suite Enterprise Edition Plus, Business Intelligence Server Enterprise Edition, Business Intelligence (Standard Edition or Standard Edition One), WebLogic (Server Standard Edition, Server Enterprise Edition, Suite, Suite Options or Application Grid), Tuxedo and Adapters, Oracle Enterprise Repository, Entitlements Server, Entitlements Server Security Module, Directory Services, Identity Federation, Oracle Essbase Plus and those programs with "BEA" in the program name includes the right to run the licensed program(s) on an unlicensed spare computer in a failover environment for up to a total of ten separate days in any given calendar year (for example, if a failover node is down for two hours on Tuesday and three hours on Friday, it counts as two days). The above right only applies when a number of machines are arranged in a cluster and share one disk array. When the primary node fails, the failover node acts as the primary node. Once the primary node is repaired, you must switch back to the primary node. Once the failover period has exceeded ten days, the failover node must be licensed. In addition, only one failover node per clustered environment is at no charge for up to ten separate days even if multiple nodes are configured as failover. Downtime for maintenance purposes counts towards the ten separate days limitation. When licensing options on a failover environment, the options must match the number of licenses of the associated database. Additionally, when licensing by Named User Plus, the user minimums are waived on one failover node only. Any use beyond the right granted in this section must be licensed separately. In a failover environment, the same license metric must be used for the production and failover nodes when licensing a given clustered configuration.

Testing: For the purpose of testing physical copies of backups, your license for the Oracle Database (Enterprise Edition, Standard Edition or Standard Edition One) includes the right to run the database on an unlicensed computer for up to four times, not exceeding 2 days per testing, in any given calendar year.

You are responsible for ensuring that the following restrictions are not violated:

- Oracle Database Standard Edition can only be licensed on servers that have a maximum capacity of 4 sockets. Oracle Database Standard Edition, when used with Oracle Real Application Clusters, may only be licensed on a single cluster of servers supporting up to a maximum capacity of 4 sockets.
- Oracle Standard Edition One, Internet Application Server Standard Edition One and Portal Standard Edition One can only be licensed on servers that have a maximum capacity of 2 sockets.
- WebLogic Server Standard Edition does not include WebLogic Server Clustering.
- Business Intelligence Standard Edition One can only be licensed on servers that have the ability to run a maximum of 2 sockets. The data sources for BI Server and BI Publisher are limited to the included Oracle Standard Edition One, one other database, and any number of flat file sources such as CSV, and XLS. You may use Oracle Warehouse Builder Core ETL to pull data from any number of data sources but you must use only the included Oracle Standard Edition One as the target database.
- Informatica PowerCenter and PowerConnect Adapters may not be used on a standalone basis or as a standalone ETL tool. The Informatica PowerCenter and PowerConnect Adapters may be used with any data source provided the target(s) are: (i) the Oracle Business Intelligence applications programs (excluding Hyperion Enterprise Performance Management Applications), (ii) the underlying platforms on which the Oracle Business Intelligence Suite Enterprise Edition Plus program, Oracle Business Intelligence Standard Edition One or associated components of those Business Intelligence applications programs run, or (iii) a staging database for any of the foregoing. Informatica PowerCenter and PowerConnect Adapters may also be used where the Oracle Business Intelligence applications programs (excluding Hyperion Enterprise Performance Management Applications) are the source and non-Oracle Business Intelligence application programs are the target, provided, that users do not use Informatica PowerCenter and PowerConnect Adapters to transform the data.
- Hyperion Data Integration Management, Hyperion Data Integration Management Team Based Development, and the Hyperion Data Integration Management Adapters for SAP BW, SAP R3, PeopleSoft and Siebel are licensed by Computer. Each Computer license is limited to support the use of up to 8 CPUs and each Computer license must be licensed in increments of 8

CPUs. Each core is recognized as a CPU. For computers that have more than 8 CPUs, additional Computer licenses must be purchased based upon the amount of CPUs that you are using. For example, if you are using Hyperion Data Integration Management on 12 CPUs, you need to purchase 2 Computer licenses; if you are using Hyperion Data Integration Management on 17 CPUs, you need to purchase 3 Computer licenses. These programs may be used solely in connection with moving data into and out of a Hyperion Data Store(s) (data/metadata repository(ies) delivered with the Hyperion programs.) These programs may not be used to extract data from a non-Hyperion Data Store(s) to load a custom data warehouse (a data warehouse not built solely from data from a Hyperion Data Store(s). The Hyperion Data Integration Management Computer license allows for such program to 1) connect to the following relational databases only: Oracle, Sybase, IBM DB2, MS SQL Server and 2) source from and write to an unlimited number of flat file/XML files. Hyperion Data Integration Management Adapters for SAP BW, SAP R3, PeopleSoft and Siebel must be licensed separately to allow Hyperion Data Integration Management to connect to these additional sources.

- Application licensing prerequisites as specified in the Applications Licensing Table which may be accessed at <http://oracle.com/contracts>.
- The number of Hyperion program option licenses must match the number of licenses of the associated Hyperion program.
- The license for the Hyperion Planning Plus program includes a limited use license for the Hyperion Essbase Plus, Hyperion Financial Reporting, Hyperion Web Analysis and Oracle Data Integrator - Target Database programs. Such limited use license means that the Hyperion Essbase Plus, Hyperion Financial Reporting, Hyperion Web Analysis and Oracle Data Integrator - Target Database programs may only be used to access data from the Hyperion Planning Plus program. Specifically, the Hyperion Essbase Plus program cannot be used to create Essbase cubes that do not contain data used by the Hyperion Planning Plus program and the Aggregate Storage option component of the Hyperion Essbase Plus program may not be used.
- The license for the Hyperion Profitability and Cost Management program includes a limited use license for the Hyperion Essbase Plus, Hyperion Financial Reporting, Hyperion Web Analysis and Oracle Data Integrator - Target Database programs. Such limited use license means that the Hyperion Essbase Plus, Hyperion Financial Reporting, Hyperion Web Analysis and Oracle Data Integrator - Target Database programs may only be used to access data from the Hyperion Profitability and Cost Management program. Specifically, the Hyperion Essbase Plus program cannot be used to create Essbase cubes that do not contain data used by the Hyperion Profitability and Cost Management program and the Aggregate Storage option component of the Hyperion Essbase Plus program may not be used.
- The license for the Hyperion Data Relationship Management program includes a limited use license for both the WebLogic Server Standard Edition and BPEL Process Manager programs. Such limited use license means that the WebLogic Server Standard Edition and BPEL Process Manager programs may only be used to enable workflow functions in order to process requests within the Hyperion Data Relationship Management program.
- You may run only one data repository of the Oracle Real User Experience Insight per server regardless of the number of processors that are licensed for a server.
- For the purposes of the Primavera Web Services program, developers and end users who are not already licensed for Primavera P6 Enterprise Project Portfolio Management and who need access to applications created using P6 Web Services and/or P6 Java APIs, must be licensed for the Primavera Web Services program.

If you purchase Named User Plus licenses for the programs listed below, you must maintain the following user minimums and user maximums:

Program	Named User Plus Minimum
Oracle Database Enterprise Edition	25 Named Users Plus per Processor
Rdb Enterprise Edition	25 Named Users Plus per Processor
CODASYL DBMS	25 Named Users Plus per Processor
WebLogic Server Standard Edition	10 Named Users Plus per Processor
WebLogic Server Enterprise Edition	10 Named Users Plus per Processor
WebLogic Suite	10 Named Users Plus per Processor
WebLogic Application Grid	10 Named Users Plus per Processor
Coherence Standard Edition	10 Named Users Plus per Processor
Coherence Enterprise Edition	10 Named Users Plus per Processor
Coherence Grid Edition	10 Named Users Plus per Processor
TopLink and Application Development Framework	10 Named Users Plus per Processor
Internet Application Server Standard Edition	10 Named Users Plus per Processor*
Internet Application Server Enterprise Edition	10 Named Users Plus per Processor*
BPEL Process Manager	10 Named Users Plus per Processor
WebLogic Integration	10 Named Users Plus per Processor
Service Registry	10 Named Users Plus per Processor

Enterprise Repository	10 Named Users Plus per Processor
Forms and Reports	10 Named Users Plus per Processor
Tuxedo	10 Named Users Plus per Processor
Web Services Manager	10 Named Users Plus per Processor
SOA Suite for Non Oracle Middleware	10 Named Users Plus per Processor
Business Process Management Suite for Non Oracle Middleware	10 Named Users Plus per Processor
Event-Driven Architecture Suite	10 Named Users Plus per Processor
Business Intelligence Standard Edition	10 Named Users Plus per Processor
WebCenter Suite	10 Named Users Plus per Processor
WebCenter Services	10 Named Users Plus per Processor
Universal Content Management Standard Edition	10 Named Users Plus per Processor
Universal Content Management	10 Named Users Plus per Processor
Imaging and Process Management	10 Named Users Plus per Processor
Content Conversion Server	10 Named Users Plus per Processor
Distributed Document Capture	10 Named Users Plus per Processor

*The Named User Plus Minimum does not apply if the program is installed on a one processor machine that allows for a maximum of one user per program.

Program	Named User Plus Maximum
Personal Edition	1 Named User Plus per database
Business Intelligence Standard Edition One	50 Named Users Plus

If licensing by Named User Plus, the number of licenses for the programs listed below in column A must match the number of licenses of the associated program listed in column B. In the case where the minimum number of Named User Plus licenses are/were purchased, the number of licenses may not match due to variance in core factors between the time the respective programs were licensed. If licensing by Processor, the number of licenses for the programs listed below in column A must match the number of licenses of the associated program listed in column B. In the case where the programs are licensed at different times, the number of licenses may not match due to variance in core factors between the time the respective programs were licensed; in that case the number of cores used to determine the number of licensed processors for the programs listed below in column A must match the number of cores used to determine the number of licensed processors of the associated program listed in Column B. Associated programs are those programs being used in conjunction with the program in Column A.

Column A	Column B
Database Enterprise Edition Options* - Real Application Clusters, Partitioning, OLAP, Data Mining, Spatial, Advanced Security, Label Security, Database Vault, Data Profiling and Quality, Active Data Guard, Real Application Testing, Advanced Compression, Total Recall Database Enterprise Management* - Diagnostics Pack, Tuning Pack, Change Management Pack, Configuration Management Pack for Oracle Database, Provisioning and Patch Automation Pack for Database, Data Masking Pack	Oracle Database Enterprise Edition, Audit Vault Server
RDB Server Options* - TRACE	Rdb Enterprise Edition, CODASYL DBMS
WebLogic Suite Options** - BPEL Process Manager Option, Service Bus, SOA Suite for Non Oracle Middleware, Business Process Management Suite	WebLogic Suite

Application Server Enterprise Management** - Diagnostics Pack for Oracle Middleware, Configuration Management Pack for Oracle Fusion Middleware, Provisioning and Patch Automation Pack for Oracle Middleware, Management Pack Plus for SOA, Composite Application Performance Management Pack	Associated application server program being managed by the program in Column A.
Management Pack for Oracle Coherence**	Coherence Enterprise Edition, Coherence Grid Edition
Business Intelligence Server Enterprise Edition Options - Interactive Dashboard, Delivers, Answers, Office Plug-in and Reporting and Publishing	Business Intelligence Server Enterprise Edition
Business Intelligence Suite Enterprise Edition Plus Option - Business Intelligence Management Pack	Business Intelligence Suite Enterprise Edition Plus
Beehive Platform Options - Beehive Messaging, Beehive Team Collaboration, Beehive Synchronous Collaboration, Beehive Voicemail	Beehive Platform
Hyperion Financial Data Quality Management Options - Hyperion Financial Data Quality Management Adapter for Financial Management, Hyperion Financial Data Quality Management Adapter Suite, Hyperion Financial Data Quality Management Adapter for SAP	Hyperion Financial Data Quality Management
Hyperion Financial Data Quality Management for Hyperion Enterprise Option - Hyperion Financial Data Quality Management Adapter Suite	Hyperion Financial Data Quality Management for Hyperion Enterprise
Hyperion Data Integration Management Options - Hyperion Data Integration Management Source Adapter, Hyperion Data Integration Management Team Based Development	Hyperion Data Integration Management

*If licensing by Named User Plus you must maintain, at a minimum, 25 Named Users Plus per Processor per associated program.

** If licensing by Named User Plus you must maintain, at a minimum, 10 Named Users Plus per Processor per associated program.

The effective date of this agreement shall be _____, 200____.

Company Name: _____

Oracle USA, Inc.

Authorized
Signature: _____

Authorized
Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

Signature Date: _____

Signature Date: _____

INFORMATION-DRIVEN SUPPORT

Oracle Premier Support





ORACLE IS THE INFORMATION COMPANY

**Expect Industry-
Leading Support—
Expect More, from
Oracle Premier Support**

Lower your cost of ownership. Accelerate your IT efficiency. Enjoy a superior ownership experience. Expect nothing less, from Oracle's award-winning Premier Support.

Today's business challenges are increasingly complex. Security is paramount. System availability with minimal risk is a must. Support for advanced technologies and multivendor environments is essential. Enterprises are challenged with delivering a competitive business advantage and more business value while lowering IT costs. In short, "status quo" is no longer good enough.

Oracle Premier Support is leading the industry in helping customers meet these business challenges. With greater IT efficiency and exceptional operational and infrastructure management and support, Oracle Premier Support delivers more—and helps keep your business moving forward.

It's more than support as you know it. It's Oracle Premier Support.

“When you define partnership relationships that help businesses succeed, Oracle Support comes to mind. Its service-oriented approach to understanding our needs and its collaborative problem-solving approach not only solve our issues but also enable us to learn in every situation. That drives our comfort and strengthens our controls, so we can focus on value-creation activities.”

Ken Michaels, Senior Vice President, Enterprise Business, McGraw-Hill

Expect the Best— Move Your Business Forward with Premier Support

Key Benefits

- **Product Enhancements and Updates**—Access the latest product and technology enhancements and upgrades for your licensed solutions at no additional cost. Your return on investment begins immediately.
- **Global Support Infrastructure**—Get rapid response and resolution from one of the largest, most advanced support organizations in the world.
- **Proactive, Automated Support**—Take advantage of advanced, proactive, automated support tools that optimize system performance and availability and lower your total cost of ownership.
- **Lifetime Support**—Benefit from the most comprehensive support policy in the industry, providing support for your Oracle technology stack, from database to middleware to applications.
- **Ecosystem Support**—Get end-to-end lifecycle support for your Oracle ecosystem. Reduce the complexity, risks, and costs of maintaining your multi-vendor environment.

Unlocking the Power of Your Oracle Solutions

No one knows more about optimizing system availability and performance than the experts at Oracle. We help you improve IT efficiency and value by minimizing risks and lowering the cost of owning and maintaining your Oracle solutions. We help you benefit from product enhancements and help verify that your systems are up-to-date, secure, and operating at peak performance. And when it's time to upgrade, we provide advanced upgrade tools to simplify and accelerate the upgrade process so that the disruption to your business is minimal. The more fully you can use your Oracle systems, the greater your success.

A Valuable Investment in Your Business

Your business solutions are a significant investment in your organization's success. To capitalize on your investment, you need support that maximizes the availability of your systems. Oracle Premier Support gives you access to product enhancements and upgrades, and with our Lifetime Support Policy, you determine your upgrade strategy when it's right for your business.

Accelerate IT Efficiency

Oracle Premier Support provides you with the most advanced, automated support tools for faster problem resolution. These tools help your systems run more securely and let you accelerate the adoption of new technologies so you can reduce the disruption to your business. Our global support organization has the depth of experience and knowledge to resolve problems quickly and keep your systems operating at high availability.

Raising the Bar for Support and Lowering Your Total Cost of Ownership

Oracle Premier Support can help you reduce the time, effort, and cost of operating your Oracle systems. As technology evolves, you can count on us to protect and extend the value of your investment. With a focus on innovation, we extend your investment with product enhancements and support that embraces your Oracle technology footprint.

Delivering a Superior Ownership Experience

We are committed to enhancing Oracle products with embedded support features and tools that lower the cost of operating and maintaining your Oracle systems. Oracle is the only enterprise technology provider to offer support for your Oracle information infrastructure, including database, middleware, and applications.

Our commitment to product innovation will help secure your technology future. Oracle Premier Support experts never stop looking for ways to improve your systems. You have access to the latest product enhancements, upgrades, and industry-leading technology with our around-the-clock global support.

Expect more from Oracle Premier Support. Your technology future and the future of your business demand nothing less.

Expect Product Enhancements and Updates

Only Oracle Premier Support gives you product enhancements and broader coverage for your Oracle technology stack—database, middleware, and applications. What else would you expect from the industry leader?

We believe in improving the scalability, global functionality, business processes, and high-volume performance of our products. That's why we continually invest in our products and extend the value of your solutions by including more customer-driven features with every release. Next-generation capabilities are built into everything we do.

We protect and extend your investment through enhancements and updates to the products and solutions you have licensed. Oracle's Applications Unlimited program aims to provide you with enhancements to current Oracle Applications, beyond the delivery of Oracle Fusion Applications. You can continue to derive value from your existing applications or you can upgrade to the next generation of Oracle Applications when you are ready. Nobody knows your business better than you do, so the choice is yours. It's our commitment to protecting and extending your investment.

Next: The Benefits of Oracle Fusion

With Oracle Fusion—Oracle's next-generation application suite—you can upgrade your systems to a powerful, integrated, and flexible service-oriented architecture. And, as with all of our upgrades and enhancements, you will receive Oracle Fusion as part of your annual support contract.

Oracle Applications Unlimited: The Choice Is Yours

Oracle is committed to helping you maximize the value of your existing investment. The Oracle Applications Unlimited program gives you the option to do what is best for your business. You can continue to derive value from your existing applications or you can upgrade to the next generation of Oracle Applications, such as Oracle Fusion, when you are ready.

The choice is yours.

“Oracle Support played a key role in helping Amazon.com prepare our fulfillment centers to deliver for our customers in what would be our biggest holiday season ever. Its involvement helped Amazon.com ensure the highest availability possible for our customers.”

Felix Anthony, Vice President, Ordering and Fulfillment Systems, Amazon.com

Unmatched Expertise: Oracle Support Engineers

Oracle Support engineers have an average tenure of 10 years, with extensive knowledge and in-depth technical expertise in programming, database management, and computer operations.

Once you’ve licensed your Oracle solutions, upgrades to new releases; product enhancements; patches and fixes; and tax, legal, and regulatory updates are all included—as long as you have a current support contract. Oracle Fusion, our next-generation application suite, is also included.

Expect Unmatched Global Reach

Today’s fast-paced business world never rests. Neither does Oracle Support. In fact, no matter where you are, no matter what the issue, we’re there for you—with more than 14,000 application and technology developers and 7,000 support professionals worldwide to provide you with complete product, technical, and problem-solving expertise when you need it. With 18 major hubs on 5 continents, our extensive global reach enables us to support you in any one of 27 languages, in any time zone where you do business.

No one knows more than Oracle Support engineers when it comes to troubleshooting—diagnosing and resolving problems is what they do best. You can be assured that the engineers at the forefront of our technology are behind your support.

Our extensive global reach and superior worldwide support are why Oracle became the first enterprise software provider to receive global certification under the J.D. Power and Associates Certified Technology Service and Support Program.

Oracle Collaborative Support: Your Instant Connection to Faster Resolution

Benefit from the best support available, as fast as possible, with Oracle Collaborative Support. This innovative approach uses highly secure Web conferencing technology to offer you a direct connection to the trusted expertise of Oracle Support engineers for accurate diagnosis and swift resolution—up to 30 percent faster. This is success in real time, delivering optimal availability of your systems.

Fact: Oracle was the first vendor to offer commercial relational database software, and today is pioneering the use of service-oriented and grid computing technology in the enterprise. From Linux to XML to Web services and beyond, Oracle is at the leading edge.

OracleMetaLink: More Power to Your Enterprise

Optimize system availability with OracleMetaLink—our exclusive Web support portal that offers you secure, real-time access to Oracle. You can leverage the internet for immediate access to 24/7 support and get the critical and timely information you need for running your business. OracleMetaLink is a rich source of information, diagnostic tools, and support assistance that helps provide better availability and easy maintenance of your systems.

OracleMetaLink also gives you

- **Personalized Headlines Page.** Based on your interests, you can personalize your headlines page to receive support information, product alerts, informative articles, and recent forum postings. You can also use the headlines page to monitor service requests.
- **Proactive, Automated Support Tools.** Access to proactive, automated support tools, such as Configuration Support Manager, give you higher system availability, as well as a faster and easier way to support and maintain your Oracle solutions.
- **Customer Forums.** Threaded discussions on hundreds of topics let you collaborate with other Oracle customers. Using your headlines page, you can subscribe to postings and be alerted to new entries.
- **Downloadable Product Patches.** Download patches using the patch set selector or the patch-search facility. Save your search for future visits.

With all of these benefits, it's no surprise that every year more than 300,000 customers successfully use OracleMetaLink.

Over 400,000 Solutions: Your Inside Track

Within OracleMetaLink, you can access our extensive Oracle knowledgebase by technology, topic, or product. You can stay current and get answers to your questions fast. Powerful and thorough, the Oracle knowledgebase holds more than 400,000 solutions that successfully address 97 percent of customer inquiries.

The Oracle Diagnostics Methodology: Our Commitment to Better Support

Faster resolution. A structured method. A consistent approach. Clear documentation. Justified solutions and an integrated escalation process. These principles constitute the backbone of the Oracle Diagnostics Methodology.

Our commitment to a higher level of support, the Oracle Diagnostics Methodology is a proprietary, standardized approach that drives and maintains our targeted service levels.

“The support relationship between Oracle and IMI BEVCORe is very much a strategic one. Oracle’s preventive and predictive support lets us cut costs and leverage our Oracle assets, while letting us offer better service to our customers.”

David S. Womeldorf, Vice President, Marketing and Information Technology, IMI BEVCORe

We Built the Technology— We Support It Like No One Else

Oracle develops the software, so you can be sure that when it comes to supporting it, we’re experts on that front as well. There is no better way to avoid the potential risks associated with your systems and maximize the value of your software investment than using Oracle Support.

No one else supports your enterprise software—from database to middleware to applications to system management tools—like Oracle.

With Oracle’s knowledgebase, you have access to the same problem-solving information used inside Oracle. These solutions have been thoroughly researched, tested, and reviewed and are constantly updated, expanded, and refined to provide you with access to the very latest information. In fact, over 3,000 new articles are added monthly, including customer submissions. And, more than 5,000 updates are made monthly to existing knowledgebase articles—all part of our long-term commitment to expanding the knowledge and information available to you. Call it your inside track to Oracle’s most trusted expertise.

Global Customer Care: Your Link to Real-time Support Information

When you need support on nontechnical business issues—or when you don’t know whom to contact or where to get the information you need—contact Global Customer Care, your link to real-time support information. A unique service offered to you as part of your annual support contract, Global Customer Care lets you speak to an experienced professional with extensive knowledge of the Oracle organization and a proven track record in customer service.

Global Customer Care provides you with the information you need to be successful. Get product information or learn the most effective uses of our self-service technology tools. We’ll help you locate white papers, release notes, product release schedules, upgrade schedules, collateral, and alliance and partner information. It’s your connection to real-time support information.

Expect Proactive Automated Support

Oracle has a long-term commitment to delivering a faster, easier, and more cost-effective way to operate and maintain your Oracle products. We continue to automate and engineer the support process to include Oracle’s best practices, advanced support capabilities, and the highest level of collaborative support. We embed supportability into our products and we have built over 250 support tools to help you diagnose and resolve issues before they become critical. With Oracle, you should expect a better understanding of your technical environment and a more intelligent and proactive way to resolve issues.

Expect a lower total cost of ownership, while minimizing IT risk.

Configuration Support Manager: Simplified Configuration Support

To help prevent critical system issues from getting in the way of your business, Oracle offers Configuration Support Manager, an automated, proactive support capability offered as part of Oracle Premier Support. Configuration Support Manager is Oracle's simplified support framework for collecting and centralizing configuration information based on your Oracle technology stack. Oracle Support engineers use secure, centralized access to your configuration information to diagnose and resolve your system-critical issues quickly—helping you avoid problems before they occur. It offers a simpler, more intelligent way to manage your Oracle configurations while reducing the risk of unplanned system downtime.

Product Alerts: Before There's a Problem

Product alerts inform you of potential configuration performance risks by providing you with both security alerts and general alerts specific to your environment. HealthChecks provide proactive recommendations to help you improve the performance of your Oracle systems. These notifications offer you greater control over your Oracle environment, with recommendations and risk assessments to prevent the escalation of known issues before they become critical. This enhanced, ongoing information exchange between Oracle and your enterprise system makes system changes easier to manage. It automates labor-intensive tasks and significantly reduces IT-infrastructure risks and costs.

Diagnostic Tools: Optimized System Performance

We continually develop new support diagnostic tools and technologies that help you configure, install, and maintain your solutions for optimal system performance. These proactive, automated diagnostic tools transform the way information is shared with Oracle Support and help shorten resolution time. The result? An increase in IT effectiveness that helps you achieve your optimized system performance.

Maintenance Wizard: Smoother, More Streamlined Upgrades

Simplify your upgrade process. Save time and use fewer IT resources by letting the Maintenance Wizard guide you through the Oracle Applications upgrade process. This tool streamlines the process by presenting upgrade activities as a step-by-step process. It validates each step, tracks the completion of the step, and maintains a log and status. And, because it is a multiuser tool, system administrators can give different users assignments that include any combination of categories, product families, and tasks. The Maintenance Wizard automatically installs many required patches for you and provides project management utilities to record the time taken for each task, the completion status, and other project reporting.

Advanced Support Technologies

Oracle provides advanced support technologies to help provide faster resolution, faster updates, and faster system performance.

Configuration Support Manager

- HealthChecks
- General Alerts
- Product Alerts
- Security Alerts

Diagnostic Tools

- Applications Collection Tool
- HealthCheck Validation Engine (HCVE)
- Net Advisor
- ORA-600 Tool
- Oracle Diagnostics
- Oracle Web Conferencing
- Performance Tuning Assistant
- Recovery Advisor
- Remote Diagnostics Agent (RDA)

Maintenance Wizard

- Extensible Oracle Framework
- Maintenance Pack Assistant 11.5.10
- Oracle9i Database Upgrade Assistant
- Oracle Database 10g Upgrade Assistant
- Oracle E-Business Suite 11.5.10 Upgrade Assistant

“Oracle’s Lifetime Support Policy was a key factor in our selection of Oracle Support. The Lifetime Support Policy gives us flexibility as we plan our next upgrade strategy. We can take advantage of Extended Support and receive support through December 2012, which gives us a greater degree of flexibility than other alternatives.”

Steve Servais, Director, Human Resource Information Systems, The Manitowoc Company

Expect Ecosystem Support

A Selection of Oracle Firsts

2005: Oracle releases its first free database, Oracle Database XE

2004: First to provide a single customer view from multiple data sources, with Oracle Customer Data Hub

2003: First to introduce enterprise grid computing, with Oracle Database 10g

2002: First database to pass 15 industry-standard security evaluations, and the first to offer real application clustering

2001: First database to achieve the 3-terabyte TPC-H world record

2000: First to offer complete and simple software for information management, including Oracle9i Database, Oracle9i Application Server, and Oracle9i Developer Suite

1999: First to integrate Java and XML into an application development tool

1998: First to launch Business Online, the first hosting service for enterprise applications designed to run on the Web

Oracle’s ecosystem support strategy helps provide fast, timely, and accurate multivendor support and increased collaboration between participating vendors. As a technology leader, we are dedicated to providing you with the latest innovation in technology support. We go beyond the Oracle product footprint to include your Oracle ecosystem. We work with key partners and support leading technologies to reduce IT complexity and risk, and to provide innovation to our customers. Here’s how we’ve expanded our ecosystem support.

- **One Stop Support:** Expect tightly integrated, end-to-end lifecycle support that offers easier management of your heterogeneous, multivendor technology environment; faster problem resolution; proactive problem avoidance; and innovative solutions, delivered faster. Oracle’s One Stop Support program is a partnership with independent software vendors (ISVs) that includes continued support for emerging and standards-based technologies such as grid computing and service-oriented architectures (SOA).
- **Multivendor Support:** Our Multivendor Support team is part of an innovative support program that works with third parties to resolve common end-user, support-related issues. The team works to reduce the complexities of managing heterogeneous, multivendor technology environments and to minimize the burden on IT resources.
- **Joint Escalation Teams (JET):** JETs are virtual global teams comprised of Partner Escalation Engineers and Oracle Bug Diagnosis and Escalation (BDE) engineers. JETs are charged with resolving interoperability- and port-specific issues related to running all supported versions of Oracle on the partner’s technology.
- **Technical Support Alliance Network (TSANet):** Oracle is emerging as a leader in customer support, by working with third-party vendors to resolve common end-user, support-related issues. TSANet provides an infrastructure where members agree to collaborate when a multivendor problem develops.
- **Linux Support:** Oracle’s entire product catalog—database, application server, collaboration, development tools, and applications—is fully supported on the Linux platform. With Oracle’s Unbreakable Linux initiative, Oracle is the only solution provider to offer technical support for Linux in addition to the Oracle software stack. The Unbreakable Linux initiative offers a single point of contact to users for their enterprise-class support needs for the entire stack running on Linux. Our delivery of a complete and integrated support solution leads to faster problem resolution and lower cost of owning and maintaining your Oracle solutions.

Fact: Ninety-four percent of Oracle customers are running the latest release of their Oracle systems and benefiting from the exceptional value they receive from continuous product and technology enhancements.

Expect Lifetime Support

Simple, predictable, and the most comprehensive policy available—our Lifetime Support Policy helps drive your business success. Oracle's industry-leading support policy covers your Oracle technology stack, from database to middleware to applications. It puts you in control of your upgrade strategy: No matter which product release you're running, you can have peace of mind in knowing that we'll always be there to support your business.

Our Lifetime Support Policy offers three levels of support—Premier Support, Extended Support, and Sustaining Support—and provides access to technical experts for as long as you license your Oracle products.

- **Premier Support.** Provides you with maintenance and support of your Oracle Database, middleware, and applications for five years from their general availability date. You benefit from major product and technology releases; updates, fixes, and security alerts; tax, legal, and regulatory updates; upgrade scripts; and certification with new third-party products and versions.
- **Extended Support.** Lets you stay competitive, with the freedom to upgrade on your timetable. It provides you with an extra three years of support for specific Oracle releases for an additional fee.
- **Sustaining Support.** Puts you in full control of your upgrade strategy. For as long as you license your Oracle products, you will receive access to major product and technology releases and technical support, including access to our online support tools, knowledgebase, and technical support experts.

Expect Protection for Your Existing Software Investments

Our Commitment to Users of PeopleSoft and JD Edwards Applications

Oracle's Lifetime Support Policy further extends support for PeopleSoft and JD Edwards applications. Your support is more generous under the Oracle Lifetime Support Policy than it was under PeopleSoft and JD Edwards.

“Oracle’s induction into the Service and Support Professionals Association (SSPA) STAR Awards Hall of Fame is more than a great achievement. It is recognition that Oracle customers are benefiting from the best predictive and preventive support there is. Oracle is indeed the undisputed software and technology leader in support.”

Bill Rose, Founder/ Executive Director, SSPA [Service and Support Professionals Association]

Oracle Applications Unlimited

Through Oracle Applications Unlimited, you continue to benefit from world-class support, research, and development.

Oracle Applications Unlimited is driven by Oracle’s commitment to protect and extend your application investments by providing you with attractive new application options and giving you the choice to adopt those new options if and when you choose.

You can continue deriving value from your existing applications—or upgrade to the latest Oracle Applications, such as Oracle Fusion, when you are ready.

- For currently supported PeopleSoft and JD Edwards releases, we offer Premier Support for five years from the general availability date of the application. This is an extension of one year beyond the former PeopleSoft support policy.
- For JD Edwards EnterpriseOne Xe and 8.0, we offer Premier Support through 2013.
- For PeopleSoft Enterprise 8.8, we offer Extended Support through 2011 for a number of the products. Please review the Lifetime Support Policy for your individual products. We will also be offering an upgrade path from PeopleSoft Enterprise 8.8 to Oracle Fusion.
- For JD Edwards World customers, we offer a direct path from JD Edwards World A7.3 and A8.1 to Oracle Fusion.
- Oracle will support and enhance the latest release of JD Edwards EnterpriseOne and JD Edwards World beyond 2013 on the IBM System i5. We will offer Premier Support for specific JD Edwards releases for as long as IBM supports the System i5.

Our Commitment to Users of Siebel Applications

Oracle’s Lifetime Support Policy extends support for Siebel applications. Your support is more generous under the Oracle Lifetime Support Policy than it was under Siebel.

- For Siebel Customer Relationship Management, Siebel Incentive Compensation Management, and Siebel Business Analytics Releases 7.7 and 7.8, we offer Premier Support for five years from the applications’ general availability date. We also offer Extended Support, for an additional three years of support. This is a significant extension beyond the previous Siebel support policy.
- For Siebel Customer Relationship Management and Siebel Incentive Compensation Management 7.5.3, we offer Premier Support through 2008 and Extended Support through 2010.
- For Siebel Customer Relationship Management Release 6.x, we offer indefinite Sustaining Support.

Our Commitment to Users of Oracle Retail Applications

Oracle Retail applications include the former Retek, ProfitLogic, and 360Commerce applications.

- Oracle Lifetime Support Policy defines specific support time frames for all Oracle Retail applications, allowing you to plan for your upgrades.
- For older releases of Oracle Retail products that are not defined under the Oracle Lifetime Support Policy, Oracle will continue to provide indefinite Sustaining Support.

Expect Excellence, with Distinguished Premier Support

Our proven track record of exceptional support and our long history of industry recognition demonstrate our commitment to providing you with world-class support.

Oracle is the first enterprise software provider to receive global certification under the J.D. Power and Associates Certified Technology Service and Support Program, for providing “An Outstanding Customer Service Experience” to customers worldwide. Oracle Support Services received high marks from numerous industry organizations for delivering exceptional support and providing sophisticated solutions to problems in mixed or otherwise complex environments. To you, these awards mean that you are backed by the best support in the industry.

Oracle was recently inducted into the Service and Support Professionals Association (SSPA) STAR Awards Hall of Fame for exceptional service, an award presented to only nine companies in the history of the award.

Exceptional Support, Exceptional Awards

2006

- J.D. Power and Associates Certified Technology Service and Support (Outstanding Customer Service)
- TSANet Multi-Vendor Support Champion Award

2005

- Lifetime Achievement Award (SSPA STAR Awards Hall of Fame)
- Innovative Support Award (SSPA)
- WebSTAR Service Award for Excellence (SSPA)
- Stevie Award for Best Support Team in EMEA

2004

- Innovative Support Award (SSPA) WebSTAR Service Award for Excellence (SSPA)
- Stevie Award for Best Customer Service Organization in EMEA

2003

- WebSTAR Award for Excellence in Web-based Service Delivery (SSPA)

2002

- Software Technical Assistance Recognition Award (SSPA)



“An Outstanding Customer Service Experience”

ORACLE SUPPORT

J.D. Power and Associates Certified Technology Service and Support

J.D. Power and Associates Certified Technology Service and Support ProgramSM, developed in conjunction with SSPA. For more information, visit www.jdpower.com or www.thesspa.com.

Expect More—with Oracle Premier Support

Oracle develops the software, so you can be sure that when it comes to supporting it, we're the Oracle experts. In fact, there's no better way to avoid the potential risks associated with your systems and maximize the value of your software investment than by using Oracle Premier Support. From database to middleware to applications to system management tools, no one else supports your enterprise software like Oracle.

Oracle customers demand the best in support, and Oracle delivers. The most comprehensive support the industry has to offer, Oracle Premier Support, will help drive your business success. It will strengthen your competitive advantage and, with next-generation thinking built into everything we do, it will help lead your business into the future with the latest in applications and technology support.

Stay tuned. Expect the best. There is more support innovation to come.

CONTACT US

For more information on Oracle Premier Support, please visit oracle.com/support.



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EP²M Managed Services



October 2009



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ep2m.com



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This document contains confidential and proprietary information and may not be disclosed to the public, or used for any purpose other than the evaluation of this offer.

The information contained in this document inclusive of all appendices shall not be duplicated, used in whole or in part for any purpose other than to evaluate the proposal provided; that if a contract is awarded to EP²M, as a result of the submission of such information, Client shall have the right to duplicate, use or disclose this information to the extent provided in the contract. This restriction does not limit Client's right to use the information contained herein if obtained from another source.

Copyright and Restricted Rights Legend

This document contains confidential and proprietary information of EP²M and/or other third parties which is protected by copyright, trade secret, and trademark law and may not be provided or otherwise made available without prior written authorization. This documentation may not be copied, photocopied, reproduced, translated, or reduced to any electronic medium or machine-readable form, in whole or in part, without the prior written consent of EP²M.



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1 INTRODUCTION

EP²M Managed Services primarily focuses on Post Production support after the implementation of a new CC&B system. These support services can be targeted and customized to support the customer in any given area where the customer believes they need the support. For example, the range of services that EP²M can provide can be quite diverse and can range from the following:

- ✓ Full outsourced application support (i.e. business analysts, designers, developers, architects and managers) to maintain the system for the customer. Thus eliminating the need for an internally contained IT function to support the system after go-live.
- ✓ A customized/tailored services offering such as general support/help for the new organization that has just implemented CC&B. This may be as simple as a part-time EP²M support person available to provide services based on the customer's needs as required.

At EP²M, we pride ourselves on building and maintaining strong, long lasting customer relationships. Our Managed Services offerings are an extension of the relationship we will build with you during the Implementation Project.



2 APPROACH

An in-depth assessment is completed during the course of the project or shortly after go-live to determine the level of support services needed. The appropriate Service Level Agreements (SLA) will be determined with the necessary commitments, resource identification, deliverables, time-lines and costs. The Utility may select from a menu of services and design the level of services and cost structures that fit the Utility.

On a broad level, EP²M can provide a whole menu of services to your Utility. EP²M specializes in Oracle applications with a special emphasis on the CC&B platform. A partial list of the types of services EP²M might perform includes the following:

- CC&B application support and monitoring
- Oracle database support
- Long term application support of CC&B functionality and core product knowledge
- Operational support for the Utility's mission critical applications
- Long term support, design and/or development for the interfaces, algorithms, plug-ins, and customizations
- Report Applications/BI Publisher/OUBI/documentation/designs
- Quality Assurance
- Communications/Issue Management
- Oracle maintenance liaison
- Web Self Service development
- Post Go Live Support/SLAs/RPO/RTO and DR Strategies

EP²M provides support through our Managed Services organization. The Managed Services contract provides our customer access to EP²M's entire workforce through a single point of contact, thus allowing us to provide the most cost effective solution. This includes access to EP²M's Professional Services, Technical Support, Development functions and the executive staff, when necessary. Our Managed Services Team is available 24x7, 365 days a year via the EP²M Managed Services call center.

EP²M Managed Services contracts are managed through remote access to the customer environment. We also provide on-site staffing as required based on the terms of the contract and client needs.



3 SERVICES OVERVIEW

EP²M is able to provide additional services for post-implementation assistance with the Oracle applications and environment. These services are available through a separate Managed Services Agreement.

The services available are as follows:

Vendor Management – EP²M’s principals and the majority of the employees have worked for utilities as well as software providers. We understand the best practices in dealing with software vendors.

- Act as interface to your vendors.
- Ensure vendors are responding within contractual obligations.
- Provide Level 1 or Level 2 support for you with your vendors.
- Quality Assurance assessments of vendors and projects.

Version Upgrades - EP²M has the Technical and Functional expertise to guide you through the entire upgrade process. We are the only Oracle Partner who has a consistent track record of success in upgrading CC&B.

- Experienced team that has upgraded CC&B many times.
- Use of best practices in the upgrade process.
- Complete assessment of Functional and Technical changes between versions/releases.

Business & Product Optimization – EP²M can help you continue to get the most from your investment as your business needs change.

- Review, assess and recommend best practices to improve key business processes, such as Rates, C&C, and Meter Management.
- Review, assess and recommend best practices to improve the through-put of the CC&B product.
- Enhance applications, design and build interfaces, manage and maintain solution footprint.

Knowledge Transfer - EP²M can provide the product expertise to train and mentor your team, ensuring they are as effective and efficient as possible.

- Business Related Training
 - Training new employees in the base operations of CC&B.
 - Specialized training within given key areas of the system.
 - Refresher training.
- Technical Related Training
 - Batch Processing
 - Development Process
 - Expanded Toolkit
 - SDK



Infrastructure Management – EP²M has the Technical experts to assist with on-going database administration, performance tuning, as well as assisting with your server configuration and network.

- Unix Support
- DBA Support
- Environment Setup
- Vendor Patches and Updates
- Performance Tuning
- Performance Monitoring
- Capacity Planning
- Backup and Recovery

Outsourcing & Hosting – EP²M can even provide a cost effective outsourcing and hosting solution so that you can focus on your core competency of providing the best utility service to your customers.

- Job Functions (On-Site or Off-Site)
 - Business Analysts
 - Application Support (Designers, Developers, Architects)
 - Technical Support (DBA, Unix, Technical Architects)
- Application Function (On-site or Off-site)
 - CC&B Application Support
 - MWM Application Support
- Application Management
 - CC&B
 - MWM
- Technical Functions
 - CC&B
 - MWM

4 ROLES AND RESPONSIBILITIES

Typically, all EP²M support activities are performed on the customers owned environment. EP²M will have access to the environment(s) via VPN or similar communications processes. The Managed Services may be performed remotely or on-site at the Utility location, or more likely, through a combination of both.

4.1 Customer Responsibilities

The customer has responsibility for ensuring that the proper environment(s) such as systems, networks, security, and etc. is available for EP²M to conduct its obligations associated with the terms of the SLA contract. The following are the responsibility of the customer and may change depending on the specific terms of the Managed Services contract:

- Provide EP²M with full access to the relevant functional, technical, and business resources with adequate skills, knowledge, and decision-making authority to support the terms of the contract.
- Ensure the proper development, test and production environments, including test data are available for EP²M resources.
- Ensure that proper network-to-network access is available for EP²M resources.
- Ensure a key contract person is appointed and in place.
- Fully test all deliverables within contractual timeframes.
- Implement all deliverables to production within contractual timeframe.
- Assign proper staff for all changes.

4.2 EP²M Responsibilities

EP²M's responsibilities will be in direct line with the terms of the Managed Services contract. The following list is an example of general responsibilities that would be associated with such a contract.

- Provide customer with 24/7 support number and function.
- Assign a key contact person for the customer.
- Provide estimates for associated work deliverable (i.e. functional design, detailed design) - excludes bug fix efforts which are generally performed as needed.
- Deliver solutions to customer requests within a reasonable timeframe associated with the schedule or any SLA. Communicate all changes to the project schedule to the customer in a timely manner.
- Deliver for any software updates:
 - Copies of all developed source code (governed by agreements).
 - Specifications and design documents.
 - All relevant project documentation.

5 PRICING MODELS

5.1 Flexible Commercial Arrangements

EP²M recognizes that once you are live on CC&B, your support needs may vary. Therefore, we want to be as flexible as possible. We will work with you to develop the support structure that makes the most sense for you. We offer:

- Flexible and Simple Work Orders.
- Retainer for “insurance” policy type services.
- Fixed Price when clear boundaries can be defined.
- Time & Expense for when scope requires further definition or services are open ended.

5.1.1 Retainer Model

Our retainer pricing model is structured to provide ultimate flexibility when the scope of work is not fully known and the value of having a partner available to provide support on an as needed basis is critical to the success the organization. The retainer model requires the customer to sign up for blocks of committed time that will be used during the course of the contract.

5.1.2 Fixed Price Model

Our fixed price model is structured to provide a guaranteed price for a defined scope of work. This model works well when the scope of work is very well defined, schedulable with resources and budget fully committed.

5.1.3 Time & Expense Model

Our time and expenses model is structured to provide the customer a reasonable rate for work that is not fully scoped or known at a given point in time. This model protects both parties when the scope of work can't be fully defined.



6 CITY OF LONG BEACH MANAGED SERVICES PRICING

Fixed Price Model

All pricing information is included in Tab 5 Cost Section.

TAB 7: APPENDIX

This section contains the following appendices:

- Appendix A – Completed Forms
- Appendix B – Contract Exceptions
- Appendix C – Product Roadmaps
- Appendix D – Premier Support
- Appendix E – Hardware and Software Requirements
- Appendix F – Sample Bill Format
- Appendix G – SOW Template
- Appendix H – Resumes
- Appendix I – EP²M Managed Services

APPENDIX A—COMPLETED FORMS

This section includes the following completed forms.

- Request for Proposal Responder Signature Sheet
- Attachment A - Certificate of Compliance
- Attachment C - Statement of non-Collusion



City of Long Beach
 Purchasing Division
 333 W Ocean Blvd/7th Floor
 Long Beach CA 90802

City of Long Beach
Request For Proposal Number TS 09-049
 For
Licensing & Implementation of a
Customer Information System

Release Date: September 1, 2009
 Mandatory Pre-Proposal Meeting: September 22, 2009
 Due Date: October 16, 2009

For additional information, please contact:
Erik Sund, 562-570-6663
 This RFP is available in an alternative format by calling 562-570-6200

See Page 4 for instructions on submitting proposals.

Company Name EP2M, LLC Contact Person Mr. John Schulte

Address 2 Farmstead Court City Flanders State NJ Zip 07836

Telephone (973) 927-6162 Fax (877) 677-3726 Federal Tax ID No. 37-1538845

Prices contained in this proposal are subject to acceptance within 90 calendar days.

I have read, understand, and agree to all terms and conditions herein. Date October 16, 2009

Signed *David L. Mulit*

Print Name & Title Mr. David L. Mulit, Chief Executive Officer

**Certification of Compliance with
Terms and Conditions of RFP**

I have read, understand and agree to comply with the terms and conditions specified in this Request for Proposal. Any exceptions MUST be documented.

YES NO SIGNATURE *Said Z. Murt*

EXCEPTIONS: Attach additional sheets if necessary. Please use this format.

EP²M

EP²M has noted exceptions and concerns with the following paragraphs contained in the document entitled “Attachment B – Pro Forma Agreement.” EP²M reserves the right to discuss these paragraphs during contract negotiations:

RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (PROVIDE A DETAILED EXPLANATION)
Pro Forma Agreement		
22	11	Copyrights and Patent Rights – EP²M would like to discuss the City’s requirements to obtain a patent or copyright registration on any Data or other result. While EP²M understands the City’s position, EP²M must protect their intellectual property rights for pre existing materials.

Oracle

Oracle’s exceptions to the City of Long Beach’s Standard Terms and Conditions.

General: Oracle presumes that its software licenses and provision of consulting services will be governed by its standard commercial license and services agreement (the “OLSA”), a copy of which is attached for reference. Terms and conditions that flow from the City’s Standard Terms and Conditions and Special Terms and Conditions would be supplemental to the OLSA terms.

Please note that, due to the California Open Records Law, Oracle is reluctant to set forth in detail its objections, as this would reveal Oracle’s general negotiating position to competitors and other customers. We would be pleased to discuss any of these points with you.

Comments to Section 11—Terms, Conditions, and Exceptions, Section 12—Bond Requirements

RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (PROVIDE A DETAILED EXPLANATION)
11.2	8	Any changes by the City may result in a change to the Oracle proposal
11.7	8	Oracle has included its standard License and Services Agreement (OLSA)
11.8	8	Oracle's proposal includes a reservation to make changes covering RFP section 11.2
11.11	9	Oracle is proposing only as to software and standard support, and Oracle has shared its proposed pricing with the implementation partners
11.20	10	Oracle Utilities Global Business Unit has no significant prior or ongoing contract failures, no litigation, and no identifiable investigation which would materially impair or impede Oracle's ability to perform its obligations under the proposed contract.
11.21	10	OK, but Oracle will request a copy of a valid tax exempt certificate from City of Long Beach
11.22	10	Oracle takes exception to all contract terms proposed by Long Beach, including those in Attachments A and B to RFP #TS 09-049.
11.23	10	Oracle will not agree to include the RFP as part of any contractual agreement. Oracle agrees that all final contract terms are subject to mutual agreement by the parties.
12		It is understood by Oracle that the City's bond requirements have been withdrawn
Pro Forma Agreement		
Attachment B	11	Oracle takes exception to this agreement, as it appears to be a general services agreement and does not appear to be specific to software licensing and implementation services. Oracle proposes using the Oracle License and Services Agreement (OLSA) that has been included in our response, and will also consider additional terms the city may require that are mutually agreed to by the parties.



City of Long Beach
Purchasing Division
333 W Ocean Blvd/7th Floor
Long Beach CA 90802

Attachment C

Statement of Non-collusion

The proposal is submitted as a firm and fixed request valid and open for 90 days from the submission deadline.

This proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named; the proposer has not directly or indirectly induced or solicited any other proposer to put in a sham proposal and the proposer has not in any manner sought by collusion to secure for himself or herself an advantage over any other proposer.

In addition, this organization and its members are not now and will not in the future be engaged in any activity resulting in a conflict of interest, real or apparent, in the selection, award, or administration of a subcontract.

David L. Mulit

October 16, 2009

Authorized signature and date

David L. Mulit, Chief Executive Officer
Print Name & Title

APPENDIX B – STANDARD ORACLE CONTRACT FORM

This section includes the following information:

- Oracel General Terms and Agreements (text below)
- Oracle License and Services Agreement (see file on CD titled: *OLSA_V062309_US.pdf*)
- Oracle Commercial Disclosure Agreement (see file on CD titled: *Commercial CDA Form, US, 2008-08.doc*)

ORACLE'S GENERAL TERMS

Oracle USA, Inc. ("Oracle") is in receipt of the Request for Licensing and Implementation of a Customer Information System, dated September 1, 2009, (the "Request") issued by the City of Long Beach ("you" or "your"). Oracle is pleased to have the opportunity to submit this proposal in response to the Request (the "Response"). The general terms applicable to the Response are as follows:

Oracle has made reasonable efforts to accurately respond to the Request. The Response is based upon information that you have provided to Oracle. Since Oracle's interpretation of your requirements as expressed in the Request may differ from your intended or actual requirements, Oracle is unwilling to attach or incorporate the Request or the Response into any contract that may result between us. Nothing in the Response should be construed as a representation or warranty on behalf of Oracle and Oracle does not intend to create or imply warranties of fitness for a particular purpose, merchantability, performance, product, or product/platform or service availability, or any other representation or warranty. Oracle takes exception to any provision of the Request that purports to establish the contractual and legal terms under which Oracle will provide products and Oracle services to you; you should not construe, nor does Oracle consider, the Response to be legally binding upon Oracle. In the event of any inconsistencies between the text in the Response and this document, the text of this document best describes Oracle's position and shall take precedence over any inconsistency with the Response.

The documents that comprise the Response or supporting marketing literature that may be included as part of the Response may include the words "solution" or "partner". Oracle may use the word "solution" generally to describe Oracle's product or services offerings; Oracle does not mean to warranty or imply any Oracle product or services will solve your information management issues or any other problems. Likewise, Oracle may use the word "partner" in broad, general sense and does not intend to warrant or imply any legal relationship between Oracle and any third party.

Oracle contemplates that you will contract directly with third parties for any third party products or services desired by you. Oracle makes no warranty as to the performance or suitability of any

such third party products or services. Additionally, Oracle assumes no responsibility for systems integration work or responsibility to act in the capacity as a prime or general contractor with respect to any products provided or services set forth in the Response.

The Response is valid for a period of ninety (90) days from the due date of the Request, unless otherwise mutually agreed, in writing, by the parties.

The Oracle products, education services, and technical support services described in the Response are subject to the attached Oracle License and Services Agreement (“License Terms”) and all other services described in the Response are subject to the attached Oracle Services Agreement (“Service Terms”) as well as the following terms:

- ◆ Products and services are for use in the United States.
- ◆ All fees are non-cancelable and sums paid non-refundable except as provided in the License Terms, Service Terms or order.
- ◆ Payment terms are net thirty (30) from the invoice date.
- ◆ In entering into payment obligations under the order, you agree and acknowledge that (a) you have not relied on the future availability of any products or updates to products; (b) you accept sole responsibility for (i) your system configuration, design and requirements, (ii) the selection of the products listed in the order to achieve your intended results, and (iii) modifications, changes or alterations to the products; (c) you have had an opportunity to review the product documentation, understand the current functionality of the products and its ability to work with your systems and to support your business; and (d) you have made your own evaluation in deciding to order the products listed in the order. The preceding sentence does not relieve Oracle of its obligation to provide updates if-and-when available in accordance with Oracle’s then current technical support policy if Software Update License and Support is ordered nor does it change the rights granted to you for any product licensed under the order.
- ◆ Oracle invoices you for all applicable taxes. (If you hold any tax exemption status that is applicable to the order, the tax exemption status must be disclosed in writing to Oracle at time of award and a copy of the relevant and valid tax exempt certificate(s) shall be provided to Oracle by you at time of award.)
- ◆ All products are invoiced as of the effective date of the order.
- ◆ Education and consulting services are invoiced monthly in arrears; hosting/outsourcing and technical support services are invoiced quarterly in arrears.
- ◆ Whenever possible, products are delivered via electronic download.
- ◆ Whenever the delivery of tangible media is required for products, you are charged for the media and the shipping terms are FCA: Shipping Point, Pre-paid and Add.
- ◆ You are advised that not all products are available on all platforms. Oracle is under no obligation to make available any product or any product on a particular platform. (At time of award, you will have access to Oracle’s electronic delivery Web site to check availability

status to determine what products on particular platforms are available for delivery via electronic download or on tangible media.)

- ◆ Documentation is provided in the form/format that is commercially available/industry standard for all of Oracle's customers.
- ◆ Consulting services (which may be included in either the Response or proposed separately), if acquired, are acquired separately from licenses for products. The payment of license fees for products and service fees for technical support for such product shall not be linked to the ordering or performance of any consulting services. Your purchase of licenses for products from Oracle does not require you to purchase any consulting services from Oracle.

If you elect to award a contract to Oracle for its products or services specified in the Response, the parties will endeavor to execute the contract within thirty (30) days after notification of award, or within such other reasonable time period as may be agreed to by the parties. The contract shall consist of (a) the Licenses Terms and Service Terms, as may be further amended by the parties following notification of award to Oracle (the "Agreement"), and (b) the order(s), which specify ~~the~~ Oracle products or services acquired, the fees due Oracle for such acquired products and services, and the terms listed in Section 4 as may be further amended by the parties following notification of award to Oracle (the "Ordering Document(s)"). The Agreement and the Ordering Document(s) set forth the terms under which you may order the products and services in the Response.

The information contained in this Response is considered by Oracle to be proprietary and confidential to Oracle to the extent marked "confidential" or "proprietary." Such confidential content, if any will be segregated and placed in a sealed envelope and marked with the following declaration:

'This data shall not be disclosed outside the your project or be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate the Oracle proposal; however, if a contract is awarded to Oracle as a result of or in connection with the submission of such information, you shall have the right to duplicate, use, or disclose this information to the extent expressly provided in the contract.'

Confidential content within the envelope is further identified with headers and footers indicating that the page contains trade secret or proprietary information that is confidential to Oracle. By reading the Response, to the extent permitted by applicable law, you agree to be bound by the foregoing terms. If you do not agree to be bound by the foregoing terms, you must promptly return this Response to Oracle without reading further.

To the extent that a claim is made to disclose confidential information contained in this Response, Oracle reserves the right to defend its confidential information against such claim. You agree, subject to the applicable California law, to (a) keep the information contained in this Response in strict confidence and not to disclose it to any third party without Oracle's prior written consent and (b) your internal disclosure of the information contained in this Response shall be only to those employees, contractors or agents having a need to know such information in connection with the evaluation of the Response and only insofar as such persons are bound



by a nondisclosure agreement consistent with the foregoing. You do not acquire any intellectual property rights in Oracle's property under the Response and you agree to comply with all applicable export control laws and regulations to ensure that no confidential information is used or exported in violation of such laws and regulations. You may make a reasonable number of copies of this Response for your internal distribution for use solely in connection with the evaluation of the Response to the RFP; otherwise you may not reproduce or transmit any part of this Response in any form or by any means without the express written consent of Oracle. By reading the Response, you have agreed to be bound by the foregoing terms. If you do not agree to be bound by the foregoing terms, you must promptly return this Response to Oracle without reading further.

APPENDIX C – PRODUCT ROADMAPS

The following is intended to outline Oracle's general product direction. It is intended for informational purposes only, and may not be included into any contract. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions.

The development, release, and timing of any features or functionality described for Oracle's products remains at the sole discretion of Oracle.

Current Version 2.2 of Oracle Utilities Customer Care and Billing

Technology

Further improvements to the Task Optimization tools in this release enable more flexibility for controlling business objects with new options, rules, and lifecycles. A business event log was introduced to track changes or inquiries to business data. These enhancements allow for implementing most back-end extensions through configurable business objects rather than maintenance object programs. The standard Owner field was added to additional entities to facilitate the delivery of base package configurable applications that can be standard and be easily extended.

This release also introduces the ability to configure certain columns of info and query zones to be retained as work lists upon user request. The work list is stored in memory and managed on a new dashboard zone. Additionally, a new multi-query explorer zone type makes it possible to display various individual query zones in the same area required to display a single query zone. A dropdown, built from the zone descriptions of the individual query zones, allows users to easily select the desired query to execute and dynamically changes the criteria.

As of this release, multiple copies of the V2.x application can be installed on the same web server. This allows system administrators to optionally separate the application server instance that performs processing of services from the web server component providing connectivity from browser clients. With this enhancement, it is possible to have a "shared" application server to be accessed both from a front-line web server and from the XAI web server.

Integration/Adaptors

Integrations to other Oracle Utilities products were enhanced. This allows field activities to be created and updated from Oracle Utilities Work and Asset Management, synchronization of customer and location data between both systems, and validation of meter configurations before installation. Likewise, integration to Oracle Utilities Network Management Systems was enhanced to provide a dashboard alert if there is a known outage at the customer location. Integration was also released for Oracle financial applications, such as E-Business Suite and PeopleSoft Financials, to maintain end-to-end general ledger and accounts payable integrations with Oracle Utilities Customer Care and Billing.

Reporting/Analytics

All sample reports were provided for Oracle Business Intelligence Publisher reporting tools, including letter and bill printing. Statistics can be presented in Oracle Utilities Customer Care and Billing with new chart functions that are maintained in user interface map zones. Business Intelligence supports new graphical metaphors, such as fuel gauges and geographic maps.

Contact Center Management

New and enhanced features were made available, such as conservation program management to provision energy efficiency and/or water resource conservation initiatives to the customer base and automate the processing of rebate claims or other incentives. Multi-contact channel assistance was introduced to support preferred contact methods, and more alerts were moved to algorithms to be controlled by implementations.

General Functionality

General functionality was enhanced to provide features such as adjustment approval profiles, portal cashiering with CIS and non-CIS templates, tender and tender control characteristics, support for multiple routes on service points, route re-sequencing, automatic bill cycle updates, register characteristics, late payment charge overrides, correction notes, print suppression after final bills, field information on service points, field activity reschedule reasons, field activity creation rules, service agreement reinstatement, deposit review methods, and more. A new fact maintenance object is provided with this release as a generic entity that can be configured to represent custom entities and support automated workflows for a variety of applications. Data masking is also supported for any data element with configurable masking profiles and associations with security profiles.

Competitive Markets

Additional Market Transaction Management applications were provided for retail and distribution markets using the Task Optimization tools. New message transactions and message type business objects were deployed to handle the market messaging requirements as a working system delivered to clients that can be easily extended and upgraded as new market standards are mandated.

TCO Reduction

More preconfigured samples using Task Optimization Tools were provided in the demo database, including a custom control central, audits for meter read and field activities, premise notes, service agreement billing and financial history, service point consumption history, meter read quick add, cashiering scripts and portals, and sample and submit processes that provide the ability to execute a business process on a selected number of records that address a set of criteria and to preview the action set of data first. In other words, sample and submit processing allows use of the Task Optimization Tools to execute business process via batch execution.

2009 Release of Oracle Utilities Customer Care and Billing

Technology

Plans include the continued leveraging of Oracle technology components in the Oracle Utilities Application Framework, which should provide for a more resilient technical architecture with more technology options for clients.

Contact Center Management

Sales and Marketing features should be further extended to maintain the ever-increasing demands on utility marketing departments, whether to gain more customers in a competitive retail environment or to educate customers on energy efficiency and/or water conservation programs.

Integration/Adaptors

Integrations to other Oracle Utilities products, such as Oracle Utilities Mobile Workforce Management, are expected to continue to be enhanced and should further automate field work. Enhanced baseline integration to other Oracle and third-party applications is intended to continue and should reduce the effort involved in new implementations.

Reporting/Analytics

Support for Oracle reporting tools is planned to be extended, which should make it easier to address day-to-day reporting requirements. Extracts to Oracle Utilities Business Intelligence are planned to be enhanced.

General Functionality

Billing functionality should be extended to improve assistance for alternative operating models, and enhanced rating and billing features are planned for advanced metering. Credit and Collections functionality is also planned to be enhanced.

TCO Reduction

There will be continued focus on reducing the product's total cost of ownership for clients.

2010 Release of Oracle Utilities Customer Care and Billing

Technology

Plans include the continued leveraging of Oracle technology components in the Oracle Utilities Application Framework, which should provide for a more resilient technical architecture with more technology options for clients.

Contact Center Management

Task Optimization Tools will continue to be leveraged to drive operational efficiencies in the contact center, such as searching for data, as well as executing sales and marketing activities.

Integration/Adaptors

Integrations to other Oracle Utilities products are expected to continue to be enhanced and should further automate the processing across systems. Extracts to third-party applications are planned to be enhanced for easier customization, and product integrations should be enhanced based on updates to the Oracle Utilities AIA (Application Integration Architecture) Foundation Pack.

Reporting/Analytics

Support for Oracle reporting tools and reporting samples are planned to be extended, which should make it easier to address day-to-day and management reporting requirements.

General Functionality

Contribution in aid of construction functionality is planned to be enhanced, as well as dispatching of field work functionality.

TCO Reduction

There will be continued focus on reducing the product's total cost of ownership for clients.

2011 Release of Oracle Utilities Customer Care and Billing

Technology

Plans include the continued leveraging of Oracle technology components in the Oracle Utilities Application Framework, which should provide for a more resilient technical architecture with more technology options for clients.

Contact Center Management

Task Optimization Tools will continue to be leveraged to drive operational efficiencies in the contact center (such as searching for data) as well as executing sales and marketing activities.

Integration/Adaptors

Integrations to other Oracle Utilities products are expected to continue to be enhanced and should further automate the processing across systems. Extracts to third-party applications are planned to be enhanced. Enhancements to product integrations should be based on updates to the Oracle Utilities AIA (Application Integration Architecture) Foundation Pack.

Reporting/Analytics

Support for Oracle reporting tools and reporting samples are planned to be extended, which should make it easier to address day-to-day and management reporting requirements.

General Functionality

Interval data handling and energy data management functionality, as well as application security and compliance functionality, are planned to be enhanced to address changing business demands.

TCO Reduction

There will be continued focus on reducing the product's total cost of ownership for clients.



APPENDIX D – PREMIER SUPPORT

An electronic copy is provided on the enclosed CD:

Oracle Premier Support.pdf

APPENDIX E – HARDWARE AND SOFTWARE REQUIREMENTS

This section includes the following information:

- Oracle Utilities Customer Care & Billing
 - Supported Platforms
 - Brower Based Client Minimums and Recommended
 - Required Third Party Software
 - Hardware Sizing Information
- Oracle Utilities Mobile Workforce Management
 - Supported Platforms
 - Required Third Party Software
 - Typical Hardware Configuration

Oracle CC&B and MWM hardware requirements will be finalized during the project once all functional requirements and user counts are finalized. Oracle only provides hardware specifications and not hardware pricing.

Oracle Utilities Customer Care and Billing Supported Platforms

Operating Systems	OS Server Architecture	Database Server and Web Servers—Supported Combinations
Sun Solaris 10	SPARC 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (64-bit)
AIX 5.3 TL6	POWER 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1(32-bit) Oracle Database Server 10.2.0.3 (64-bit) with IBM WebSphere Application Server 6.1.0.13 (32-bit) DB2 8.1 for z/OS 1.8 with IBM WebSphere Application Server 6.1.0.13 (32-bit)
Oracle Enterprise Linux 5 (64-bit)	AMD64 EM64T 64-bit	Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (32-bit)
Red Hat ENT Linux (64-bit)	AMD64 EM64T 64-bit	Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (32-bit)

Operating Systems	OS Server Architecture	Database Server and Web Servers—Supported Combinations
HP-UX 11.31	Itanium2/ PA-RISC 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (64-bit)
HP-UX 11.23	PA-RISC 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (32-bit)
HP-UX 11.23	Itanium2 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (64-bit) Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (64-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (64-bit)
Windows 2003 Server R2 SP2	x86_64 64-bit	Oracle Database Server 10.2.0.3 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) WebLogic Server 10 MP1 (32-bit) Oracle Database Server 10.2.0.3 (64-bit) Oracle Application Server 10.1.3.1 (32-bit) Oracle Database Server 11.1.0.6 (64-bit) Oracle Application Server 10.1.3.1 (32-bit) SQL Server 2005 SP2 WebLogic Server 10 MP1 (32-bit)

Web Browsers—Supported Combinations
Web Browser Windows XP IE 6.0 SP2, IE 7 Web Browser Windows Vista IE 7

Deprecated in next release

- HP-UX 11.23
- DB2 8.1 for z/OS 1.8 with IBM WebSphere Application Server 6.1 on AIX 5.3

Browser Based Client Minimums and Recommended

The central facility in the Oracle Utilities Customer Care and Billing Browser-based client is Internet Explorer. When sizing the machine it is important to install sufficient capacity to run Internet Explorer concurrently with any other company software. The below requirement sections should be used as a guide and not a definitive solution for all installs. The requirement sections are categorized into Minimum and Recommended.

- Minimum defines the configuration for which a user will exp

- experience acceptable performance.
- Recommended defines the configuration for which a user will experience very good performance and have up-to-date operating system improvements. The Recommended configuration may change from release to release to reflect changes in the requirements for Internet Explorer and/or Oracle Utilities Customer Care and Billing.

In those cases where there is a minimum and recommended platform, please be aware that the best performance will be on the recommended platform. The Oracle Utilities Customer Care and Billing application is tested with the service packs and patches described in this document. Microsoft occasionally releases cumulative patches for Internet Explorer. Because these cumulative patches have been known to introduce bugs in Oracle Utilities Customer Care and Billing, we recommend that you do NOT install cumulative patches unless Oracle explicitly advises you to apply a patch to remedy a documented problem. Oracle understands that it is important to apply those OS/IE patches that safeguard against documented vulnerabilities for viruses, worms, or denial of service attacks. Timing may prevent Oracle from completely certifying these patches, but Oracle will make every reasonable attempt to support customers who have applied these.

Operating System: Windows XP

Hardware Requirements

	Processor	Memory (RAM)	Monitor Display
Minimum	Pentium IV–2.0 GHz	1024 MB	1024 x 768 16-bit Color
Recommended	Pentium IV–3.0+ GHz, or any Core 2 DUO, or any Athlon X2	2048 MB	1280 x 1024* 32-bit Color

* The user can operate the system on a 1024X768. There are various UI tools that can be used to configure/construct UI pages that are wider than 1024 and longer than 768. Note that since the UI web pages can be constructed to be longer than 768, it is recommended to use the monitor vertically, a nice hardware feature that provides the user with the ability to view long UI pages without much scrolling up and down.

Web Browser

The following Operating System / Web Browser software is supported:

- Windows XP with Internet Explorer 6.0 SP2
- Windows XP with Internet Explorer 7

Operating System: Vista

Hardware Requirements

	Processor	Memory (RAM)	Monitor Display
Minimum	Pentium IV–2.0 GHz	1024 MB	1024 x 768 16-bit Color
Recommended	Pentium IV–3.0+ GHz, or any Core 2 DUO, or any Athlon X2	2048 MB	1280 x 1024* 32-bit Color

* The user can operate the system on a 1024X768. There are various UI tools that can be used to configure/construct UI pages that are wider than 1024 and longer than 768. Note that since the UI web pages can be constructed to be longer than 768, it is recommended to use the monitor vertically, a nice hardware feature that provides the user with the ability to view long UI pages without much scrolling up and down.

Web Browser Requirements

The following Operating System / Web Browser software is supported:

- Windows Vista with Internet Explorer 7

Oracle Utilities Customer Care and Billing Required Third Party Software

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from Another Source)	No Additional Fee (Available from Another Source)	Comments
General					
Client workstation operating system (Windows XP)			X		Typically included in the hardware purchase.
Server operating system (HP HP-UX, IBM AIX, Sun Solaris, Windows XP, Red Hat Linux 4)			X		Typically included in the hardware purchase.
Client Layer					
Microsoft Internet Explorer 6 or 7				X	Available at no charge from Microsoft Corporation.

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from Another Source)	No Additional Fee (Available from Another Source)	Comments
Web Layer					
Oracle WebLogic Suite		X			Oracle recommends Oracle WebLogic Suite. Oracle WebLogic is available for a separate fee from Oracle.
Alternative to Oracle WebLogic: IBM WebSphere			X		You can substitute IBM WebSphere for Oracle WebLogic Suite on the AIX platform. IBM WebSphere is available for a separate fee directly from IBM or a reseller.
Java 2 Runtime Environment, Standard Edition				X	Available at no charge from Sun Microsystems.
Xerces J201				X	Available at no charge from Apache Software Foundation or various Web sources.
Development Server: Apache Tomcat 5.5.20				X	On the Development server, you can substitute Apache Tomcat as the Web presentation application on the Windows platform. Tomcat is available at no charge from Apache Software Foundation or various Web sources.)
Application Layer					
Bill print engine (such as Group 1's DOC1 or Exstream's Dialogue)			X		Available separately from the bill print vendor of choice.
Business Objects Enterprise Professional XI (formerly Crystal Enterprise)		X			Report scheduler and distribution environment. One license per user accessing the reporting environment to schedule, execute, retrieve, or distribute reports. Priced separately. As an option, Oracle can also price this on a per-CPU basis, based on the number of CPUs on the reporting server (typically a

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from Another Source)	No Additional Fee (Available from Another Source)	Comments
					two-CPU server).
C Compiler (IBM VisualAge C for IBM AIX, HP C/ANSI C Developer's Bundle for HP-UX, Sun C Compiler for Solaris)				X	Often provided at no charge with the server operating system software.
C3PO 0.9.0.4				X	Available at no charge from Sourceforge.net or various Web sources.
Crystal Reports Developer Edition XI (aka Crystal Reports 2008)		X			Report writing tool. One license per developer writing or editing reports. Priced separately.
Hibernate 3.x				X	Available at no charge from Hibernate.org or various Web sources.
Micro Focus Server for COBOL (formerly called Micro Focus Application Server for Server Express Runtime)	X				Bundled with the CC&B software and fees. No additional charges.
Micro Focus Server Express or Net Express		X			One license required as a compiler for the Testing environment. Server Express is needed for UNIX-based environments. Net Express is needed for Windows-based environments.
Microsoft SQL Server 2000 Client			X		Required only if you are using SQL Server as the database application on the Windows platform.
Perl 5.8.8				X	Available at no charge from various Web sources.
Perl Module - DBI 1.48				X	Available at no charge from various Web sources.
Perl Module-DBD: Oracle 1.16 or Perl Module-DBD::DB2 0.78				X	Available at no charge from various Web sources. The module required depends on whether Oracle or DB2 is used as the

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from Another Source)	No Additional Fee (Available from Another Source)	Comments
					database platform.
Sun Java Development Kit (JDK)				X	Available at no charge from Sun Microsystems.
Database Layer					
Oracle11g Database Enterprise Edition		X			Available separately from Oracle Corporation or a reseller. Oracle can provide pricing for this.
Alternative to Oracle11g: IBM DB2 and IBM DB2 UDB			X		This is an option if you are running the database layer on an IBM mainframe or on AIX. Available separately from IBM or a reseller.
Alternative to Oracle11g: Microsoft SQL Server 2000			X		This is an option if you are running the database layer on Windows 2003. Available separately from Microsoft or a reseller.

Oracle Utilities Customer Care and Billing Hardware Sizing Information

Preliminary hardware sizing recommendations

Note: This estimate is preliminary in nature and is based on limited information. It should be used for budgetary purposes only. The actual size of hardware depends on many parameters specific to the customer's environment. A thorough investigation must be conducted during implementation time before ordering production hardware.

Assumptions

- Platform: Windows—HP
- Product: Oracle Utilities Customer Care and Billing and Oracle Utilities Business Intelligence
- 200,000 customers
- 450,000 service agreements
- 22 billing cycles

- 6 hour billing window, 6 hour batch window
- 250 concurrent users, 100 users during batch hours
- 6 years of history to be kept online

Physical N-Tier Production Server	
Application/Web Server	
Server:	Dell PowerEdge or Equivalent
Number of Physical Servers	2
Processors:	Quad-core Intel® Xeon @ 3.66 GHz
Processor Modules Per Server:	2
Processor Cores Per Server:	4
Memory Per Server:	32 GB
Database Server	
Server:	Dell PowerEdge or Equivalent
Number of Physical Servers:	2
Processors:	Quad-core Intel® Xeon @ 3.66 GHz
Processor Modules Per Server:	1
Processor Cores Per Server:	4
Memory Per Server:	32 GB
Failover Server	
Server:	Dell PowerEdge or Equivalent
Number of Physical Servers:	2
Processors:	Quad-core Intel® Xeon @ 3.66 GHz
Processor Modules Per Server:	2
Processor Cores Per Server:	4
Memory:	32 GB
Testing/Training Server	
Server:	Dell PowerEdge or Equivalent
Number of Physical Servers:	1
Processors:	Quad-core Intel® Xeon @ 3.66 GHz
Processor Modules Per Server:	1
Processor Cores Per Server:	4
Memory Per Server:	32 GB
Development Server	
Server:	Dell PowerEdge or Equivalent
Number of Physical Servers:	1
Processors:	Quad-core Intel® Xeon @ 3.66 GHz
Processor Modules Per Server:	1
Processor Cores Per Server:	4
Memory Per Server:	32 GB
External Storage—Disk Space Requirements	
Environment	Disk space (GB)
Production	3,831.66

Physical N-Tier Production Server	
Test	1,149.50
Training	383.17
Development	1,149.50
Datamart	3,831.66
Total:	10,345.49

Oracle Utilities Mobile Workforce Management Supported Platforms
 Oracle Utilities Mobile Workforce Management supports the following:

Database Server and Web Server: Supported Combinations		
Server Operating Systems	OS Architecture	Oracle 10g or 11g Standard or Enterprise Edition (32-bit or 64-bit) Oracle Application Server 10.1.3.0 (MapViewer) Microsoft IIS v6.0

Client Operating Systems	OS Architecture	Recommended Devices
Microsoft Windows XP, SP2	32-bit	
Microsoft Windows Vista	32-bit	
Microsoft Windows Mobile 5.0	XScale Microprocessor	Motorola/Symbol 9094 Intermec CN3
Microsoft Windows Mobile 6.0	XScale Microprocessor	Psion Teklogix Workabout Pro - C

Oracle Utilities Mobile Workforce Management Hardware Requirements

	Minimum Requirements	Recommended	Optimum
DB Server	1 CPUs 2.0GHz+ 2 GB RAM 60 GB HDD, RAID 5, 10K RPM Microsoft 2003 or Unix/AIX Oracle 10g or 11g	2 CPUs 2.0GHz+ 4 GB RAM 80 GB HDD, RAID 5, 15K RPM Microsoft 2003 or Unix/AIX Oracle 10g or 11g	2 CPUs 2.8GHz+ 8 GB RAM 80 GB HDD, RAID 5, 15K RPM Microsoft 2003 or Unix/AIX Oracle 10g or 11g
Schedule Application Server	PXeon Dual—Dual Core 3.2 GHz 4 GB RAM 80+ GB HDD, RAID 5, 7.2K RPM Windows 2003 Server Oracle client	Dual—Dual Core PXeon 3.2 GHz 4 GB RAM 80+ GB HDD, RAID 5, 10K RPM Windows 2003 Server Oracle client	Dual—Dual Core PXeon 3.2 GHz 4 GB RAM 80+ GB HDD, RAID 5, 15K RPM Windows 2003 Server Oracle client
Dispatch Application Server	PXeon Dual—Dual Core 3.2 GHz 4 GB RAM	Dual—Dual Core PXeon 3.2 GHz 4 GB RAM	Dual—Dual Core PXeon 3.2 GHz 4 GB RAM

	Minimum Requirements	Recommended	Optimum
	80+ GB HDD, RAID 5, 7.2K RPM Windows 2003 Server Oracle client Oracle Application Server Standard Edition	80+ GB HDD, RAID 5, 10K RPM Windows 2003 Server Oracle client Oracle Application Server Standard Edition	80+ GB HDD, RAID 5, 15K RPM Windows 2003 Server Oracle client Oracle Application Server Standard Edition
Dispatcher Client / Workstation	P4 2.3 GHz CPU 512+ GB RAM 30 GB HDD Windows XP SP2 Oracle client	P4 3.0 GHz CPU 2 GB RAM 30 GB HDD Windows XP SP2 Oracle client	P4 3.5 GHz CPU 2 GB RAM 70+ GB HDD Windows XP SP2 Oracle client
Mobile Client	Windows XP SP2 or Windows XP Tablet P4 2.0 GHz, 60 GB HDD 512 KB RAM —or— Windows Mobile 5.0 / 6.0 Intel XScale chipset 64MB RAM	Windows XP SP2 or Windows XP Tablet P4 2.0 GHz, 60 GB HDD 1 GB RAM Touch-screen —or— Windows Mobile 5.0 Intel XScale chipset 128MB RAM	Windows XP SP2 or Windows XP Tablet P4 2.8 GHz, 60 GB HDD 1 GB RAM Touch-screen —or— Windows Mobile 5.0 Intel XScale chipset 128MB RAM

Oracle Utilities Mobile Workforce Management Third Party Products*

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from another source)	No Additional Fee (Available from another Source)	Comments
General					
Client workstation operating system (Windows XP)			X		Typically included in the hardware purchase.
Server operating system (Windows XP/2003)			X		Typically included in the hardware purchase.
Client Layer					
Microsoft Internet Explorer 6 or 7				X	Available at no charge from Microsoft Corporation.
Presentation Layer					

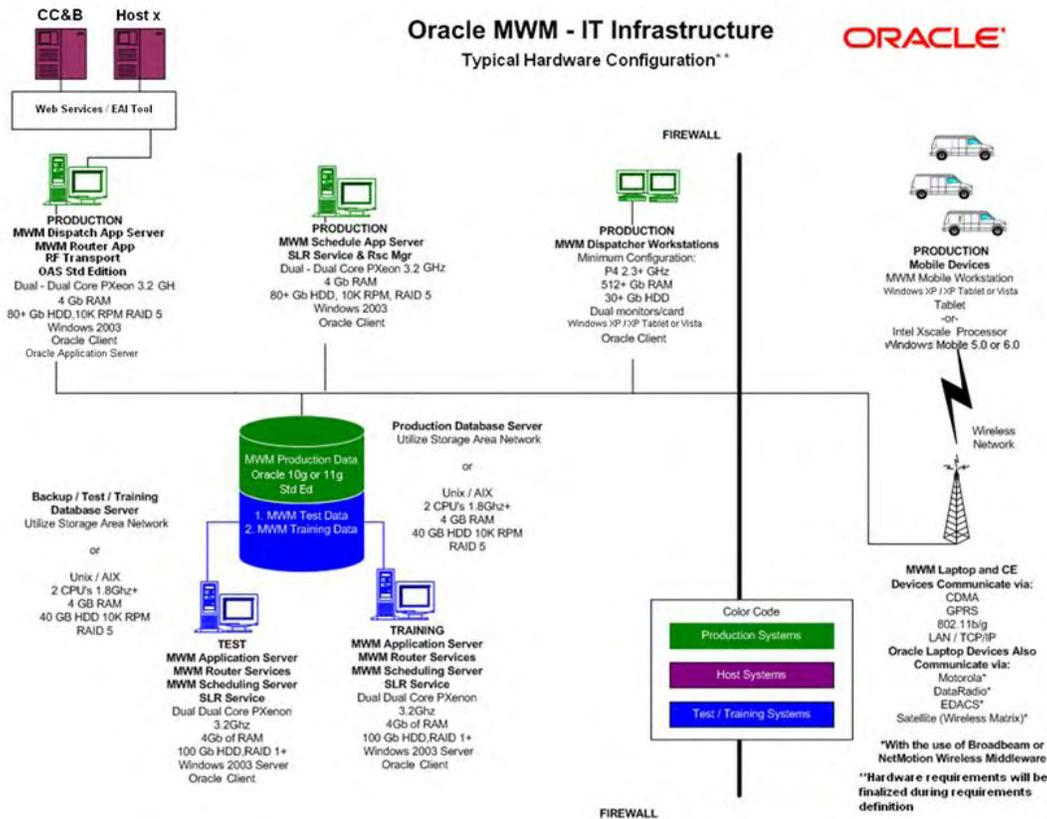
Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from another source)	No Additional Fee (Available from another Source)	Comments
Microsoft .NET Framework				X	Available at no charge from Microsoft Corporation.
Microsoft IIS				X	Available at no charge from Microsoft Corporation.
Microsoft MSXML				X	Available at no charge from Microsoft Corporation.
Microsoft SOAP SDK				X	Available at no charge from Microsoft Corporation.
Application Layer					
Apache Ant				X	Available at no charge from various Web sources.
Axis				X	Available at no charge from various Web sources.
JBoss App Server				X	Available at no charge from various Web sources.
JBoss Rules				X	Available at no charge from various Web sources.
JBoss Native				X	Available at no charge from various Web sources.
Java JDK				X	Available at no charge from Sun Microsystems.
Oracle Spatial GeoCoder	X				Available separately from Oracle.
Oracle Application Server Standard Edition (MWM Map Viewer)		X			
Spatial data source (such as NAVTEQ, Tele Atlas, or a GIS vendor) for the region			X		Available separately from your vendor of choice.
Database Layer					
Oracle10g / 11g Database Standard or Enterprise Edition**		X			Available separately from Oracle Corporation or a reseller. Oracle can provide pricing for this.
Optional Software					

Layer and Software Required	Included in Oracle's Fees?	Additional Fee (Available through Oracle)	Additional Fee (Available from another source)	No Additional Fee (Available from another Source)	Comments
Wireless Middleware (i.e. NetMotion)—OPTIONAL			X		Available separately from your vendor of choice.
Afaría—Mobile Device Management Software—OPTIONAL			X		Available separately from your vendor of choice.

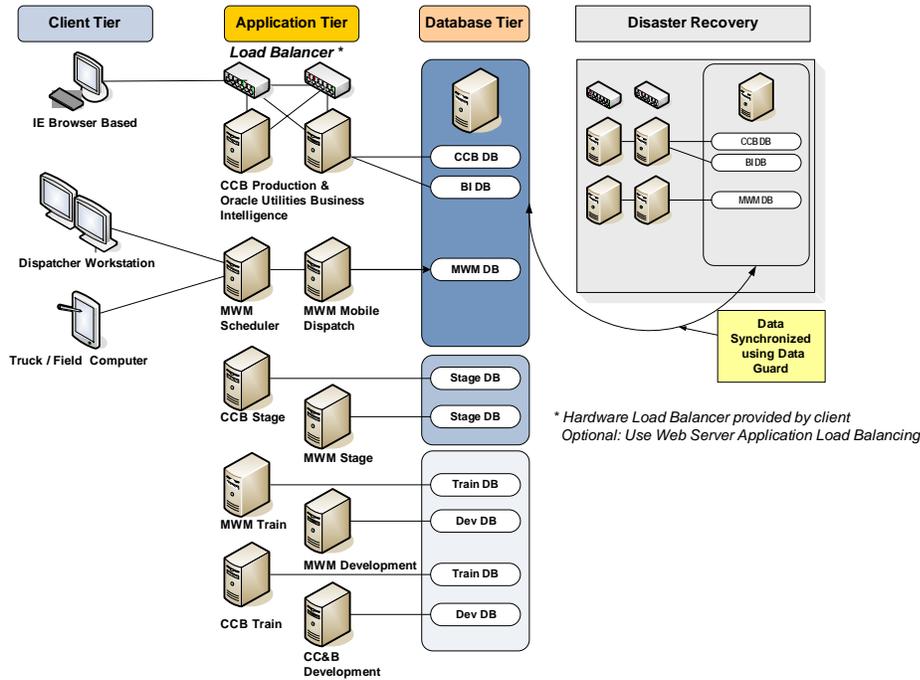
* Required third party products may change at any time.

** NAVTEQ does not currently provide mapping/geo-coding data for Oracle 11g. Until the 11g data is available, Oracle 10g will be required to support mapping and geo-coding in Oracle Utilities Mobile Workforce Management.

Oracle Utilities Mobile Workforce Management Typical Hardware Configuration



Oracle Utilities MWM and CC&B Logical Architecture





APPENDIX F – SAMPLE BILL FORMAT



Company Name
1234 Company Address
City, State 99999-0000

Mark Brazil
Account Number: 5922116763
Billing Date: 8/1/2008
Due Date: 8/18/2008

CUSTOMER INQUIRIES: (999) 555-1212
TOLL FREE: (999) 867-5309
24 HOUR EMERGENCY: (999) 555-1234

Page 1 of 3

Please call (555) 192-9111 if you have any questions about your rate

Conserving energy can save you money, call (555) 129-1920 for information about how we can help

Account Summary as of August 1, 2008	
Previous Balance	\$359.38
Payments Received	-359.38
Balance Forward	0.00
Current Charges	541.66
Total Amount Due	\$541.66

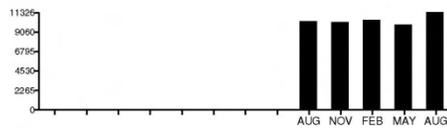
Service Address: 389 Church Street, San Francisco, CA 94114



Water residential

Meter Number	Current Meter Read		Previous Meter Read		Usage / Consumption	Usage Indicator
	Date	Reading	Date	Reading		
WR001	8/1/2008	63491	7/1/2008	58693	4798 CF	+

Usage At-A-Glance
CF



Water residential

Service from 7/2/08 - 8/1/08

Service charge \$3.41 (for 31 of 91 days)	3.41
4,798.0 cubic feet at \$0.0134 per cubic foot	64.29
County sales tax 9%	6.09
State sales tax 5%	3.39
Subtotal	\$77.18

RETURN THIS PORTION WITH PAYMENT - DO NOT SEND CASH THROUGH MAIL
Please make checks payable to Company Name



Account Number	Total Due	Due Date	Amount Paid
5922116763	\$541.66	08/18/2008	

Brazil, Mark
389 Church Street
San Francisco CA 94114

SEND PAYMENTS TO:
Company Name
PO Box 9999
City, ST 99999-0000

592211676340000000000541664

Mark Brazil
Account Number: 5922116763

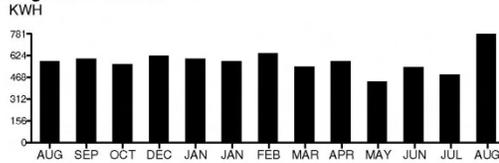
Page 2 of 3



Electric residential

Meter Number	Current Meter Read		Previous Meter Read		Usage / Consumption	Usage Indicator
	Date	Reading	Date	Reading		
ER001	8/1/2008	88373	7/1/2008	87597 Est	776 KWH	+

Usage At-A-Glance



Electric residential

Service from 7/2/08 - 8/1/08

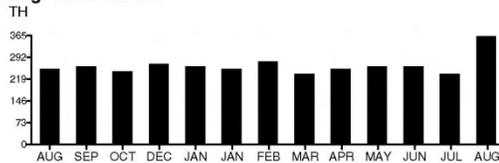
First 300.0 kWh at \$0.05 per kWh (summer rate)	15.00
Remaining 476.0 kWh at \$0.06 per kWh (summer rate)	28.56
Winter subtotal \$43.56	43.56
City sales tax 9%	3.92
Subtotal	\$47.48



Gas residential

Meter Number	Current Meter Read		Previous Meter Read		Usage / Consumption	Usage Indicator
	Date	Reading	Date	Reading		
GR030	8/1/2008	14677	7/1/2008	14373 Est	304 CCF	+

Usage At-A-Glance



Gas residential

Service from 7/2/08 - 8/1/08

First 50.0 therms at \$0.569 per therm	28.45
Remaining 310.5 therms at \$0.789 per therm	244.98
City sales tax 9%	24.61
State sales tax 5%	13.67
Subtotal	\$311.71

Company Name is not responsible for undelivered or late mail. In the event you fail to receive a utility bill, please call our office (numbers shown below). Acceptable forms of payment: cash, check, money order, debit card, Visa®, MasterCard®, Discover®, and American Express®.

Payment locations: 1234 Company Road, participating grocery stores and drug stores equipped with Western Union® services. For your convenience, drop boxes are located at 1234 Company Road and 5678 Company Street. Drop box payments are processed the following business day. Acceptable drop box payments are checks or money orders.

1234 Company Road Lobby and Drive Through Hours: 8:00 AM - 5:00 PM Monday - Friday

Telephone Numbers:

General Inquiry and Trouble Calls:	(999) 555-1212	TDD Number (Hearing Impaired):	(999) 555-1111
24-HOUR EMERGENCY:	(999) 555-1234	Toll Free:	(999) 867-5309

Mail All Correspondence To: PO Box 9999 City, ST 99999-0000

Mark Brazil
Account Number: 5922116763

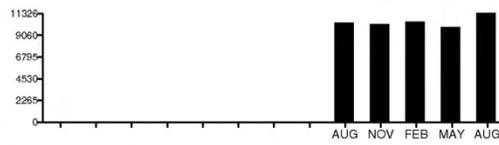
Page 3 of 3



Waste water residential

Meter Number	Current Meter Read		Previous Meter Read		Usage / Consumption	Usage Indicator
	Date	Reading	Date	Reading		
WR001	8/1/2008	63491	7/1/2008	58693	4798 CF	+

Usage At-A-Glance
CF



Waste water residential

Service from 7/2/08 - 8/1/08

Service charge of \$20.00 (prorated by 0.3406593)	6.81
4,798.0 CF of water at \$0.01234 per cubic foot	59.21
State sales tax 5%	3.30
Subtotal	\$69.32



Cable

Service from 7/2/08 - 8/1/08

Cable Service Charge - Basic	33.00
City Tax	2.97
Subtotal	\$35.97

APPENDIX G – SOW TEMPLATE

The following is a draft Statement of Work for the City of Long Beach for the Licensing and Implementation of a Customer Information System in response to the City's Request for Proposal TS 09-049. Included within this draft SOW are all the necessary sections and appendices for the proposed project. As a starting point, this draft SOW will be modified and completed to meet the needs of CLB and EP²M.

Statement of Work for City of Long Beach, CA Licensing and Implementation of a Customer Information System

Presented By



EP2M, LLC
2 FARMSTEAD COURT, FLANDERS, NJ 07836
(973) 927-6162
EP2M.COM

DATE: OCTOBER 16, 2009

DRAFT

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1 INTRODUCTION

This Statement of Work (“Statement of Work” or “SOW”) is entered into as of March XX, 2010 (“Statement of Work Effective Date”) between EP²M, LLC (“EP²M”) and the City of Long Beach, CA (“CLB”) and is part of and subject to the terms of the Master Services Contract, dated March XX, 2010 between EP²M and CLB (“Agreement”). Capitalized terms used and not otherwise defined herein shall have the meaning ascribed to them in the Agreement.

This Statement of Work describes the Project tasks, activities, deliverables, roles and responsibilities for the implementation of Oracle Utilities Customer Care & Billing (“CC&B”) system.

Overview

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective implementation of the new CC&B product.

2 PROJECT ORGANIZATION

Working with CLB, EP²M seeks to establish a strong organizational structure with clear roles and open lines of communication. We recommend an organization centered on the following key elements: Executive Sponsor, Steering Committee, CLB Project Manager and Focus Groups.

2.1 Roles

The **CLB Executive Sponsor** is the CLB representative who is the key stakeholder in the project and is most concerned with its success. His or her position should be senior enough to have control and influence over all of the business process areas being impacted by the implementation of the Customer Care and Billing System. His or her role is to resolve conflict between departments, remove barriers to implementation and keep the CLB side of the organization focused on the Critical Success Factors.

The **Project Steering Committee** is the management group responsible for making policy decisions. Members meet on a regular basis to review the progress of the implementation and to ensure that any policy decisions that affect the progress of the project are resolved in a timely manner. The Project Steering Committee typically has four to seven members. The EP²M Executive Sponsor and the EP²M Project Manager are members of this committee.

The **CLB Project Manager** is responsible for the management of CLB' activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW. The CLB Project Manager must possess: access to senior management; full time availability each week throughout the implementation process; authority to initiate change in the organization; and be a champion regarding the installation of the new system.

The CLB Project Manager will maintain communication between the parties, manage the CLB team members, and coordinate CLB activities with the EP²M Project Manager. The CLB Project Manager will ensure that the Focus Groups are properly staffed, and monitor their progress.

The **EP²M Project Manager** is responsible for the management of the project, the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW. The EP²M Project Manager will also coordinate and assist the CLB Project Manager in management of the CLB activities, tasks and responsibilities that are outlined in this SOW.

The **Focus Groups** are organized along functional lines (i.e. Billing, Customer Service, Collections, Rates, Field Orders, etc.) and include various personnel from across the CLB organization that have responsibility for or are users within the functional area. The Focus Group meets regularly to determine how to best implement the Customer Care and Billing software in order to meet CLB' needs. Groups must also determine what changes should take place in CLB' policies and procedures in order to take full advantage of the Customer Care and Billing System.

2.2 Responsibilities

Within the project organization, certain individuals and groups have specific responsibilities, as follows:

CLB Steering Committee:

- Supplies the overall project objective.
- Makes policy decisions or policy recommendations to the executive sponsor.
- Establishes priorities for the project.
- Controls the project budget and is responsible for initiating/approving change orders.
- Reviews the progress of the project at milestone dates and other reporting intervals.
- Provides sign off at each project's milestone.
- Makes procedural decisions as they relate to the changes that are introduced.
- Accepts the system.

CLB Project Manager:

- Responsible for the implementation of the Customer Care and Billing project with strong support from the EP2M Project Manager
- Controls and Manages the issues raised, ensuring the issues raised by individual Focus Groups are referred to the appropriate group or party for resolution.
- Oversees the activities of the CLB staff to ensure they are meeting deliverables and schedules.

Focus Groups:

- Meet regularly during the Analysis phase to determine how to best use the system to meet the requirements in a particular area.
- Determine which features/functions of the CIS products will be implemented.
- Identify the procedural and policy changes that are needed.
- Suggest alternative approaches to the issues that arise.
- Document issues as they arise. Each Focus Group usually has a group "recorder" whose responsibility is to document the issues as they arise.

Technical Focus Groups:

- Provides hardware/software/networking "platform".
- Conducts platform testing and acceptance.
- Provides system administration and housekeeping during project.
- Develops and documents system procedures.
- Creates and executes data conversion plan and interface plan.
- Assists at cutover.
- May provide training and orientation resources.

Focus Group Leader:

- Participates actively in the work of the Focus Group.
- Schedules Focus Group meetings and promotes the active participation of its members.

3 PROJECT REPORTING

In order to maintain project control, EP²M provides several reporting forms in order that all changes, problems, or issues are properly recorded and tracked.

3.1 Communication Documents Standards

Issue Papers are used throughout the implementation process to track all issues raised by CLB. The CLB Project Manager will review them on a weekly basis. The workshop documents, as well as reports at the end of each project phase, will summarize all these Issue Papers and their resolution or status.

The issues are summarized by CLB and maintained by EP²M in a mutually agreed upon format. These Issue Papers are used throughout the project as the tracking mechanism for all items that require resolution. This includes not only software or enhancement issues but also scheduling issues, policy/procedure items and any other activity or decision that will affect completion of the project. All the issues raised will not be resolved at any given time. However, the Issue Papers provide a mechanism to ensure that any items outstanding at the end of any phase or at the end of the project have been assigned to someone for follow up.

The **Project Change Order (CO)** is used to track changes to the project in the nature of deliverables, schedules and resources. Both EP²M and CLB must agree upon any CO's before being acted upon.

3.2 Reporting Standards

EP²M will provide project updates weekly, monthly and at major milestones throughout the implementation process as appropriate. The project reports will be submitted to the Steering Committee for review several days before their meeting. The reports will include:

- Progress to Date, outlining the current status of the project including an overall description of the degree to which the project schedules, budgets, and quality targets are being met.
- Work Accomplished since Last Report, outlining a summary of the tasks completed and activities performed during the reporting period.
- Work planned for the Next Report, outlining the tasks and activities that are planned during the next month.
- Problems Encountered, providing an explanation of problems that may affect the ability of CLB to meet the project schedule, budget, or quality targets. This will include a discussion of the efforts which are recommended or which are being taken to correct the identified situations.



4 STATEMENT OF WORK

4.1 Project Objective

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective implementation of the new CC&B product. EP²M will install the latest available version of Oracle Utilities Customer Care & Billing (“CC&B”).

4.2 Detailed “Statement of Work”

The scope of work to be performed by EP²M & CLB is described in this Statement of Work (SOW). In the charts depicting roles and responsibilities; **R** identifies the party responsible for management and implementation of the work; **P** identifies the party providing assistance. Assistance can include mentoring and knowledge transfer of both skills and particular information.

EP²M will start project activities at a mutually agreed date following the contract award, execution of a Master Services Agreement and finalized SOW.

The detailed description of services that follows is broken down by the following implementation phases:

- Phase 1: **Start-up / Planning / Discovery**
- Phase 2: **Analysis**
- Phase 3: **Configuration and Development**
- Phase 4: **Testing and Acceptance**
- Phase 5: **Deployment**
- Phase 6: **Post Implementation Support**

Due to their nature, Project Management, Knowledge Transfer, Training, Business Process Change Management (BPCM), and Technology Support functions are performed over the duration of the project and therefore are listed separately.

4.3 Duration Activities

Duration activities are those activities that span the duration of the entire project, or parts of the project, rather than occurring within one phase of the project.

4.3.1 Project Management

EP²M will provide project management services to coordinate and manage the activities, tasks and responsibilities under the contract. EP²M will also coordinate and assist the CLB Project Manager in management of CLB activities, tasks and responsibilities that are outlined in this SOW. Project Management Services include:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for the management of the EP2M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP2M to provide services within this SOW. Neither the EP2M Project Manager nor EP2M shall be responsible for the quality and/or timeliness of activities and deliverables of CLB or its sub-contractors. Such responsibility shall remain vested with CLB.

CLB will provide the following project management services:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for directing the overall activities of the project from the CLB side, the management of CLB' activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services as part of this project. The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP2M Project Manager, and provide assistance on activities as needed to keep the Project on schedule. The CLB Project Manager is responsible for CLB' and third party's adherence to the Project Schedule. Any variation to this schedule that causes additional cost to EP2M shall be the subject of a Change Order using the EP2M Change Order process ensuring that such additional cost be added to the fee for the project.

	Activities	Description	Responsibility	
			EP ² M	CLB
1	EP ² M Project Management	<p>The EP²M Project Manager is responsible for the management of the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW.</p> <p>The Project Manager will also coordinate and assist the CLB Project Manager in management of CLB activities, tasks and responsibilities that are outlined in this SOW.</p>	R	P

	Activities	Description	Responsibility	
			EP²M	CLB
2	CLB Project Management	<p>The CLB Project Manager is responsible for the management of CLB' activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW.</p> <p>The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.</p>	P	R
3	Project Management Processes	<p>The EP²M and CLB Project Managers are jointly responsible for their respective roles in the management of the following processes:</p> <ul style="list-style-type: none"> • Resource Management • Deliverables Management • Risk Management • Issue Management • Change Order Management • Quality Planning • Schedule Management • Project Document Management 	R	R
4	Project Status and Reporting	<p>The EP²M Project Manager is responsible for the management of the updated Monthly deliverables below:</p> <ul style="list-style-type: none"> • Project Schedule • Risk Register • Issue Register • Project Dashboard <p>CLB provides assistance to the EP²M Project Manager.</p> <p>Both EP²M and CLB Project Managers contribute the content for these deliverables.</p> <ul style="list-style-type: none"> • Weekly Project Status Meetings/Calls. • Attend Executive and/or Steering Committee meetings. 	R	P
5	Project Strategies	<p>Both EP²M and CLB Project Managers are responsible for the development of the items listed below.</p> <ul style="list-style-type: none"> • Conversion Strategy • Interfaces Strategy • Application Configuration and Maintenance Strategy • Software Configuration and Management Strategy • Testing Strategy • Cutover and Rollout Strategy 	R	R

	Activities	Description	Responsibility	
			EP²M	CLB
6	Project Financial Management	Both EP²M and CLB Project Managers are responsible for the management of the items or activities listed below, as they pertain to their organizations and team members. <ul style="list-style-type: none"> • Invoices and Payment processing • Time capture and Estimated Time to Complete (ETC) values • Vacation planning • Scope/change control 	R	R

4.3.2 Knowledge Transfer

Knowledge Transfer is an integral part of the whole Project, with technical, system, procedural and methodology skills and information being passed to CLB team members at every step of the Project. In addition to the formal Training listed below, there is on-the-job training during every phase of the Project, with collaboration and mentoring between the EP²M team and CLB team.

	Activities	Description	Responsibility	
			EP²M	CLB
1	Methodology Training	EP²M will train and mentor CLB team members in the following activities: <ul style="list-style-type: none"> • Methodology and techniques for Project Management • Methodology and techniques for Product Implementation 	R	P
2	Product Training	EP²M will conduct formal training on Oracle CC&B as defined Section 4.2.3.	R	P

4.3.3 Project Training

Lionwerx, in partnership with EP²M, will provide the CC&B training components for the CLB CIS project. CLB team members and SMEs will be responsible for attending the classes as assigned in the Project Schedule.

Training	Project Phase	Audience
Project Team Orientation (PTO)	Startup / Planning / Discovery	Core Team, SMEs, Technical Team
Functional Implementation Training (FIT)	Analysis	Core Team, SMEs
End User Training: Training Project Definition	Analysis	N/A
CC&B Report Integration & Development	Configuration & Development	N/A
Technical Operations / Best Practices	Configuration & Development	Technical Team
End User Training: Training Material Development	Configuration & Development	N/A
End User Training: Course Delivery	Testing & Acceptance	End Users

4.3.4 Training Offerings Detailed

Project Team Orientation (PTO)			
Target Audience		Project Sponsors, Department/Project Leaders	
Attendee Limit		None (typical class 6-8)	
Pre-requisites		None	
Instructional Medium		Class instruction, projector presentation, discussion	
Duration		2 days	
Materials		Projector, whiteboard, classroom	
Facility		Round table or horseshoe configuration for attendees recommended.	
Course Content			
Day 1	<ul style="list-style-type: none"> CC&B System Overview Customer Information Field Work Devices & Meter Reading 	Day 2	<ul style="list-style-type: none"> Billing & Rates Adjustments Payments Credit & Collections

Functional Implementation Training (FIT)			
Target Audience		Project Sponsors, Department/Project Leaders	
Attendee Limit		<16: 1 instructor 16-20: recommend 2 nd instructor 21-25: require 2 nd instructor >25: require 2 nd class	
Pre-requisites		None	
Instructional Medium		Class instruction, hands-on exercises, projector presentation, discussion	
Duration		10 days, 4 days instructor prep	
Materials		Projector, whiteboard, classroom	
Facility		Computer lab arranged in rows	
Course Content			
Day 1	System Overview <ul style="list-style-type: none"> Subsystems Platform Architecture System Navigation Batch Processing Plug-ins & Characteristics Financial Transactions	Day 2	Customer Information <ul style="list-style-type: none"> Demographic Geographic Premise Management Start/Stop Service
Day 3	Customer Information (cont'd) <ul style="list-style-type: none"> Budgets Deposits Loans 	Day 4	Device Management <ul style="list-style-type: none"> Meters/Items Device Testing Meter Reading

Functional Implementation Training (FIT)			
	<ul style="list-style-type: none"> Landlord Agreements Case Management Field Work Field Activities Field Orders Dispatch/Upload 		<ul style="list-style-type: none"> Estimation Read Cycles Download/Upload Billing Segment Generation Billable Charges Bill Messages
Day 5	Billing (cont'd) <ul style="list-style-type: none"> Billing Errors Bill Cycles/Window Billing Bill Print Statements 	Day 6	Rates <ul style="list-style-type: none"> Versions & Components SQ & Register Rules Rate Component Eligibility Bill Factors Proration Umbrella Agreements <ul style="list-style-type: none"> Covered Entities Terms of Service
Day 7	Adjustments <ul style="list-style-type: none"> Regular vs. Calculated Upload Payments <ul style="list-style-type: none"> Events, Tenders, & Payments Distribution Overpayments Cancelling & Transferring Deposit/Tender Control Automatic Payments Upload 	Day 8	Credit & Collections <ul style="list-style-type: none"> Collection Process Severance Process Late Payment Charges Write-Off Process Pay Plans & Pay Arrangements SA Relationships <ul style="list-style-type: none"> Service Providers Master/Sub SA's
Day 9	To Do Lists <ul style="list-style-type: none"> To Do Roles Assignment Workflow & Notification <ul style="list-style-type: none"> Inbound Outbound 	Day 10	Application Security <ul style="list-style-type: none"> User Groups & Roles Account Security Field Level Security Wrap-up/Q&A

Assumptions for PTO and FIT training are:

1. CLB provides access to training environment with demo data loaded.
2. Lionwerx will build hands-on training data in the training environment prior to the start of the class.
3. Lionwerx will provide electronic and printed copies of the student training workbook materials.

CC&B Technical Operations Best Practices	
Target Audience	CLB system administrators
Attendee Limit	6-8
Pre-requisites	None
Instructional Medium	Class instruction, discussion
Duration	1 day
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Back-up strategy • Database Performance Considerations • Web Server Architecture (how many, etc) • Batch Stream Management <ul style="list-style-type: none"> ○ Having Different Streams for different purposes (i.e. nightly, daily, hourly, etc) ○ When to run • Batch Job Optimization (threading, etc.) 	

CC&B Report Integration/Development	
Target Audience	CLB report writers
Attendee Limit	6-8
Pre-requisites	None (previous reporting experience a plus)
Instructional Medium	Class instruction, hands-on exercises, discussion
Duration	5 days
Materials	Projector, whiteboard, classroom
Facility	Conference room with network access and laptops OR computer lab
Course Content	
<ul style="list-style-type: none"> • Reporting Overview • Integrating the reports delivered with CC&B • Designing reporting schemas based on the CC&B data model • Designing and building custom reports • Integrating custom reports with CC&B • Setting up scheduling functionality for automated reports • Ad hoc reporting 	

CC&B End-User Training	
Target Audience	A separate class is expected for each of CLB's identified user roles: <ul style="list-style-type: none"> • Billing • Phone Center, Lobby, Dispatch • Cash • Permits • Field Activities • Credit & Collections • Meter & Read Management
Attendee Limit	15
Pre-requisites	None
Instructional Medium	Class instruction, workbook exercises
Duration	3-8 hours for each class
Materials	Projector, whiteboard, classroom
Facility	Computer lab arranged in rows
Course Content	
Each class will be customized to include specific CLB business processes in CC&B relevant to the target audience in attendance. All 150 users will attend an overview class to familiarize them with system standards and common functions as well as 1 or more classes specific to their role in the organization.	

Assumptions for End User training are:

1. CLB business and CC&B system processes are documented and understood prior to End User training commencement.
2. CLB change management or other qualified resources are available to assist Lionwerx with understanding CLB business/system processes.
3. Lionwerx provides training materials (electronic and hard copy).
4. Lionwerx will have access to a training environment that is configured exactly as CLB intends to implement their business processes in CC&B.
5. Lionwerx is notified immediately of any changes that occur to CLB' business process implementation during the Configuration and Development phase.
6. Due to the increased amount of hands-on exercises in each End User class, individual classes of 15 or more students require an assistant instructor to aid in the exercises.
7. CLB will provide one project team member familiar with the business rules and process change for the topic covered at each end-user training class.



Training Schedule

The table below illustrates all of the training activities and their anticipated timeframe for delivery:

Project Phase	Training Course	Notes
Startup / Planning / Discovery	Project Team Orientation (PTO)	Occurs within the first two weeks of the project
Analysis	Functional Implementation Training (FIT)	Occurs before Analysis Workshops begin
Analysis	End User Training: Training Project Definition	Occurs toward the end of the Analysis Workshops
Configuration & Development	CC&B Report Integration & Development	Occurs towards the beginning of the this phase
Configuration & Development	Technical Operations / Best Practices	Occurs towards the middle of this phase
Configuration & Development	End User Training: Training Material Development	Occurs throughout this phase and may extend into the Testing & Acceptance phase
Testing & Acceptance	End User Training: Course Delivery	Occurs within 40 days prior to Go-Live

4.3.5 Business Process Change Management

Change Management activities support CLB in managing changes brought by the implementation of the CIS project. These activities include facilitating organizational change, recommendations regarding customer communication, and assistance to CLB with management of policies resulting from or affecting the project.

EP²M will staff a part-time Business Analysis on the project to document business process changes and operational procedures and assist in appropriately integrating them into the training materials. However, the overall responsibility of change management will be with CLB'.

4.3.6 Technical Support

EP²M will provide technical assistance to CLB' technical support staff as it relates to the activities to implement and support CC&B. EP²M and CLB will coordinate these activities and EP²M will support these efforts, either on site or remotely, as mutually agreed between CLB and EP²M.

CLB is responsible for the following infrastructure and technical environment related activities. EP²M will provide assistance, as requested.

1. LAN/WAN requirements

2. Database server configuration
3. PC configuration
4. Software version control
5. Installation of code drops, patches and fixes related to custom enhancements, interfaces, and reports
6. Installation of CC&B base product patches and service packs, and the research required to ensure all pre-requisites and co-requisites have been applied
7. Maintenance and support for the various instances (e.g. development, testing, training, production) of the system as mutually agreed between CLB and EP²M
8. Implementation of batch jobs
9. Backup procedures
10. Disaster recovery strategy
11. Capacity planning support
12. Systems management requirements
13. Operational requirements and documentation
14. Performance tuning support

4.3.7 Conversion

EP²M will assist CLB with the production and test of data conversions from the CLB Legacy CIS application: HTE. (HTE is the sole application from which data will be converted.) The content of the data conversions will be finalized during the Analysis Phase of the project and documented in the Conversion Strategy/Plan document.

Conversion Assumptions:

1. Conversion scope for this project is limited to a maximum 2 years of history from the CLB Legacy system.
2. CLB will provide staff knowledgeable of the Legacy CIS system to provide information about data content to EP²M staff. EP²M will assist CLB with the analysis and production of Data Mapping, Transformation, and specification documents. EP²M and CLB will cooperatively produce draft specifications.

3. CLB agrees to utilize the Data Mapper tool and Conversion Toolkit for the conversion effort. EP²M will supply the Data Mapper tool and Conversion Toolkit.
4. EP²M will assist CLB with defining a flat file format into which CLB will load the extracted data (“extract data”) from the Legacy System. The extract data will be loaded into the database conversion input tables whose formats resemble that of the extract flat file. This will be done by EP²M with assistance from CLB.
5. CLB will code the programs that extract data from the Legacy System into the agreed upon flat file format. EP²M is not responsible for any activities necessary to access or extract data directly from the Legacy System.
6. EP²M shall design the Transformation and Load Programs required to change, aggregate, separate, modify, or convert data; to create any required default values, and to populate the CC&B database tables from the conversion input tables.
7. In accordance with the Conversion Strategy/Plan for each Conversion test, CLB will review and verify a statistical sampling of converted data following conversion of a subset and full set of data, as well as balancing reports and totals provided by EP²M as part of the conversion testing process.
8. CLB is responsible for the manual conversion of data that may be required for unique situations that cannot be converted electronically. EP²M will provide assistance as requested.
9. Only data for which there are existing data elements in CC&B can be converted. EP²M will, wherever feasible, make use of characteristics and other user defined data elements available in CC&B to hold CLB data that does not convert directly to base data elements.
10. CLB is responsible for all Data Cleansing. EP²M will advise.
11. EP²M will provide exception reports from load testing as part of the conversion process.
12. CLB is responsible for data reconciliation between the Legacy (source) System and the extract flat files that feed into the planned CIS Project data conversion process.
13. EP²M and CLB will conduct at least three (3) Mock Conversions of full production data to test the conversion process itself and clarify the integrity of the data conversion. CLB will review the results of the Mock Conversions.

Converted historical data can be used for inquiry purposes only. Historical bills that are converted during data conversion will not be able to be modified through the CC&B Cancel/Rebill functionality. The first bills that will be able to be cancelled and re-billed using the CC&B Cancel/Rebill functionality will be bills generated with the CC&B application. Any bills prior to conversion that require a change will be handled via an adjustment (manual calculation/adjustment).

The following describes the scope of the data to be converted from flat file format into CC&B database tables:

Master Data

1. Person – All active person records will be converted. Current consolidation will be maintained and all commercial ‘person’ records may be consolidated per the agreed upon work plan.
2. Account – All active Account information will be converted. Current consolidation will be maintained and all commercial Account records may be consolidated per the agreed upon work plan.
3. Service Agreement – All active service agreement information within the last 12 months will be converted, except for cancelled service agreements that do not have any financial information attached.
4. Premise – All existing premise information will be converted.
5. Meter – All existing meter information will be converted.
6. Meter Configuration – All existing meter configuration will be converted.
7. Service Point (tap and meter connection) – All existing service point information will be converted.

Transaction Data

1. Meter Read – Up to two (2) years of meter read information may be converted
2. Customer Contact – Up to two (2) years of customer contact information may be converted.
3. Financial Transactions – Up to 1 year of financial transactions (Payments, Billings, Billable Charges, and Adjustments) may be converted.
4. Meter History and On/Off Event – On/Off Meter History will be converted per agreed upon work plan.
5. Field Activity – Inactive work orders will not be converted. Work orders active at production conversion time will be manually entered into the CC&B application. CLB may elect to manually convert up to six (6) months of field activity history; EP²M will provide technical support per the agreed upon work plan.
6. Rates and Other Configuration Tables – Will not be converted, but manually entered into CC&B.
7. Credit and Collection Tables – Credit and Collection activities will not be converted.
8. Data that is not converted into CC&B may be loaded into a separate Oracle schema for historical information purposes. EP²M will not be responsible for loading this historical data nor for creating queries and/or reports to analyze this data.

Any Master or Transaction Data that is required to be part of the Conversion process, but is not specifically mentioned above, will be handed via EP²M’s Change Order process.

4.4 Phase 1: Start-up / Planning / Discovery

The Start-up / Planning / Discovery Phase is designed to provide the roadmap for the Project, align CLB' and EP²M's expectations, set up initial plans, and commence training in preparation for the Analysis Phase. It is critically important that CLB ensures the infrastructure is in place for the project. This phase also provides an opportunity for EP²M and CLB to perform a high level review of the Oracle Customer Care and Billing (CC&B) application and CLB' business practices and systems environment, in order to validate the scope of the Project.

This phase results in a Discovery Report to CLB detailing the basis for the Project as well as the schedule for the subsequent Analysis phase.

4.4.1 Phase 1: Activities and Deliverables

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Discovery Workshop Questionnaire	EP ² M provides CLB with a Discovery Workshop Questionnaire. CLB completes the Discovery Workshop Questionnaire and sends it to EP ² M at least one week prior to the Project Kick-off Meeting and Discovery Workshop.	P	R
2	Discovery Workshop Agenda	EP ² M provides CLB with a Discovery Workshop Agenda. CLB publishes the Workshop Agenda and arranges for workspace.	R	P
3	Project Kick-Off & Meeting	EP ² M and CLB present the overall project roadmap, methodology, major activities, and deliverables. Introduce the project team, align goals and set expectations.	R	R
4	Project Team Orientation (PTO) Training	EP ² M provides a 2-day training overview on the CC&B application for the CLB Core Team and SMEs.	R	P
5	Discovery Workshop	EP ² M facilitates a workshop to enable the project scope and schedule to be defined in greater detail. CLB project team members and SMEs attend as needed.	R	P
6	Project Planning Sessions	EP ² M facilitates planning sessions on project scope, schedule, resource, risk, quality and performance management.	R	P
7	Hardware, Software and Environment infrastructure support Plan	CLB creates a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure and configuration needed to support the various environments needed for the next phase.	P	R
8	Product Installation	CLB arranges for product installation and verifies the CC&B product is installed and the environment is ready for use prior to the Functional Implementation Training and the Analysis Phase.	P	R

	Activities	Description	Responsibility	
			EP ² M	CLB
9	Analysis Phase Agenda	Based on the results of the Discovery Workshop, EP ² M creates a detailed agenda for the Analysis Workshops.	R	P
10	Refine EP2M Project Schedule	EP2M will draft the initial EP2M Project Schedule with all EP2M project activities. The work tasks and deliverables identified in this SOW will be included in the initial EP2M Project Schedule, and will be refined in this phase. CLB will contribute to the development of the plan.	R	P
11	Approval to proceed to Analysis Phase	EP2M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.4.2 Phase 1: Constraints and Assumptions:

1	Customer Care and Billing License Agreement executed with Oracle, Master Professional Services Agreement, Statement of Work, and Non-Disclosure Agreement have been executed with EP ² M
2	The initial Project Core Team has been identified for both EP ² M and CLB.
3	Facilities and equipment have been procured and set up, including access to the Internet for EP ² M team members within the CLB building and remote access to the CLB CC&B environment(s) through VPN.
4	CLB staff and other resources will be provided within the time frame required for the Discovery workshops, training and planning sessions.
5	EP ² M Staffing for the Start-up / Planning / Discovery phase: <ul style="list-style-type: none"> • Project Manager: 1 FTE • Senior Consultant: 1 FTE • Designer: 1 FTE • Technical Architect: .5 FTE, up to a maximum 72 hours • Trainer

4.4.3 Phase 1: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Project Kick-Off & Meeting	Meeting	CLB confirms all agenda items discussed.	P	R
2	Discovery Report	Paper & Electronic	CLB and EP2M review and confirm contents and the High Level scope is agreed upon.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
3	Updated Project Schedule	Paper & Electronic	CLB and EP2M review and confirm contents and the level of detail is sufficient for the next phase.	R	P
4	Analysis Phase Workshop Agenda	Paper & Electronic	CLB and EP2M review and confirm contents.	R	P
5	Project Organization	Paper & Electronic	CLB and EP2M review and confirm team members.	R	R
6	Hardware, Software and Environment infrastructure support Plan	Paper & Electronic	CLB confirms the plan is complete with sufficient detail.		R
7	Product Installation	Software & Access	CLB confirms the product is installed and access is available.		R
8	PTO Training	Training	CLB confirms Project Team Orientation Training was completed satisfactorily.		R
9	Acceptance Certificate – Startup / Planning Discovery	Paper & Electronic	CIS Project Steering Committee provides written approval to proceed to Analysis Phase.	P	R

4.5 Phase 2: Analysis

The purpose of the Analysis phase is to clarify detailed requirements for the various aspects of the CC&B product implementation. Workshops and/or conference calls/meetings are held with your project staff and SMEs and the EP2M project team to determine the functional design specifications as they relate to the product’s impact on: business process transformation, IT infrastructure, configuration, and integration needs.

A Decision Sheet is produced for each issue/gap and alternative approaches to address the issue/gap. Decision sheet approaches will typically be: configuration of the base application; specialized configuration through a customized algorithm or building a workflow or work-list; batch process changes, and the like. Decision sheets, and other definition documents that may be appropriate, are used as the blueprints for the design and development activities in the Configuration and Development phase. These definition documents are incorporated into an Analysis Report that is agreed upon and signed off by your and EP2M’s Project Managers.

In addition to the Functional Workshops, the following activities are also undertaken during the Analysis phase:

- Workshops to review the in-scope interfaces for the project
- Conversion data mapping and definition of any required data cleansing activities
- Strategy and plan development for Training, Testing, Communications, Reports, Conversion, etc.

4.5.1 Phase 2: Activities and Deliverables

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Functional Implementation Training (FIT)	EP2M will provide 10 days of Functional Implementation Training for the CLB Core Team and SMEs.	R	P
2	Functional Workshops	EP2M facilitates workshops on functional topics. CLB project team members and SMEs attend as needed.	R	R
3	Workshop Preparation and follow-up - EP2M	EP2M to research and document how CC&B may map to CLB’ business processes. This is done before, during and after the workshops.	R	
4	Workshop Preparation and follow-up - CLB	Prepare existing business process workshop materials and research and document follow-up items from the workshops. Prepare workshop minutes including the capture of processes, items and or features that add benefit to the organization from a capability or efficiency perspective as well as identify Business Processes that will change and any new process steps or changes to existing steps identified during the workshop. New Business Processes will also be identified and captured.		R

	Activities	Description	Responsibility	
			EP ² M	CLB
5	Decision Sheets	<p>EP2M creates Decision Sheets for each issue/gap raised during Analysis and provides alternative approaches with input from CLB. CLB provides input and is party to the approval prior to the end of Analysis.</p> <p>EP2M and CLB work together to draft the business process changes of any approaches.</p> <p>CLB identifies the desired approach and approves its implementation.</p>	R	R
6	Configuration Worksheet	As part of the Analysis sessions EP2M provides a Configuration Worksheet that is used to capture the CLB configuration table values. During these sessions the configuration options are explained and the initial known configuration is entered by CLB. CLB is responsible for updating and maintaining the Configuration Worksheet.	P	R
7	Configuration Rationale Documents	As part of the Analysis sessions EP2M provides Configuration Rationale templates that allow for the capture of assumptions and decisions made with regard to the configuration table values during the Analysis Workshops. CLB is responsible for updating and maintaining the Configuration Rationale documents throughout the project.	P	R
8	Write Analysis Report	EP2M writes an Analysis Report.	R	
9	Review and Approve Analysis Report	<p>EP2M leads a review and approval session for the Analysis Report.</p> <p>The CLB Core Team reviews, and provides feedback on the Analysis Report in a timely manner. After updates/corrections are made by EP2M, CLB approves the report.</p>	P	R
10	Interface Workshops	<p>EP2M facilitates workshops on interface topics. These workshops are held in parallel with the Functional Workshops.</p> <p>CLB core team members and SMEs attend as needed.</p>	R	R
11	Create Interface Specification Report	EP2M with the assistance of CLB will produce an Interface Specifications Document with a description of the required interfaces, specifications, and roles and responsibilities of each party for the interfaces identified in this SOW.	R	P
12	Review and Approve Interface Specification Report.	<p>EP2M leads a review and approval session for the Interface Specification Report.</p> <p>The CLB Core Team reviews, and provides feedback on the Interface Specification Report in a timely manner. After updates/corrections are made by EP2M, CLB approves the report.</p>	P	R
13	External Communications	CLB will plan and coordinate external vendor involvement.		R
14	Internal Communications	CLB will plan and coordinate internal involvement from other CLB departments.		R
15	Master Test Plan Document	EP2M will provide a master test plan template for CLB to develop a more formal Master Test Plan.	R	P

	Activities	Description	Responsibility	
			EP ² M	CLB
16	Draft Communications Plan	CLB will produce a communications plan that covers internal and external communications. The plan will include objectives, key messages, target audiences, delivery methods, feedback measurements, assumptions and success criteria.		R
17	Data Conversion Strategy and Plan	EP2M and CLB will produce a Data Conversion Strategy and Plan document that will document the objectives, strategy, assumptions, statistics, architecture, team roles, responsibilities, activities and schedule for the Conversion activities.	R	R
18	Conversion Data Mapping	EP2M will provide input on target data structure. CLB is responsible for the source data structure. EP2M and CLB are responsible for the data mapping process.	R	R
19	Data Cleansing Activities Defined	EP2M and CLB will identify data cleansing activities to be carried out, and includes these in the Conversion Plan and Project Schedule. These activities may begin during the Analysis phase	R	R
20	Data Cleansing Activities Performed	CLB is responsible for carrying out data cleansing activities prior to the conversion of data to CC&B		R
21	Business Process Change Documentation	EP2M and CLB will work together to document the future business processes to be used by the business after the implementation of the Licensed Software. Under EP2M's guidance, CLB and EP2M will jointly write descriptions and diagrams for each business workflow and any process changes that are required to implement the Licensed software.	R	R
22	Draft Interface Plan	EP2M develops a plan for building and implementing the interfaces identified this SOW.	R	P
23	Draft Testing Plan	EP2M and CLB develop an initial Overall Testing Plan to be carried out in the Testing and Acceptance phase. EP2M to provide the Testing plan template.	R	R
24	Draft Training Plan	EP2M and CLB develop a Training Plan to address Training Requirements.	R	R
25	Draft Reports Plan	CLB identifies and prioritizes the future reports to be used by the business after the Go-Live, and a plan for the allocation of development work between EP2M and CLB.	P	R
26	Application Configuration schedule	EP2M will produce a schedule to complete and maintain the configuration tables. CLB will define and update remaining configuration tables.	P	R
27	Hardware, Software and Environment infrastructure support Plan	CLB executes a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the various environments used during this phase.		R
28	Approval to proceed to Configuration and Development Phase	EP2M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.5.2 Phase 2: Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Analysis Phase workshops, including the Functional Workshops, Interface Workshops, and Conversion Workshops. CLB understands that these workshops occur in parallel during the Analysis phase. EP2M understands that some CLB resources may be required for multiple workshops and conflicts may arise. The EP2M Project Manager will work with the CLB Project Manager to create an agenda and schedule that allows required team members to be where they are most needed, without extending the Analysis Phase duration.
2	CLB prefers a minimum level of system modification and will rely upon product configuration and business process modifications to fit the technology workflow rather than modifications.
3	EP2M will be responsible for interfaces between CC&B and the CC&B staging table or extract file. CLB is responsible for CLB-side interface points (i.e. applications outside the Licensed software), including any modifications to existing applications. CLB will perform any translation of data values to target applications/files that will be needed by the in-scope interfaces to perform as designed.
4	Design and Programming/Test Specifications will be produced in a format specified by EP2M.
5	Scope will be frozen at the end of the Analysis phase in order to transition to the Configuration and Development Stage.
6	Should new requirements not previously identified be defined for plug-ins, user exits, interfaces, and reports, a Change Order will be created and approved by both parties, and may result in an adjustment of cost and/or schedule.
7	<p>EP2M Staffing for the Analysis phase:</p> <ul style="list-style-type: none"> • Project Manager: 1 FTE • Senior Consultant: 1 FTE • Functional Designer: 1 FTE • Interface Designer: 1 FTE • Conversion Designer: 1 FTE • Business Analyst: .5 FTE • Technical Architect: .5 FTE, up to a maximum 288 hours • Trainer

4.5.3 Phase 2: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	FIT Training	Training	CLB confirms Functional Implementation Training was completed satisfactorily.	R	P
2	Functional Workshops	Workshops	CLB confirms Functional Workshops were completed satisfactorily.	R	P
3	Updated Project Schedule	Paper & Electronic	CLB and EP2M review and confirm contents and the level of detail is sufficient for the next phase.	R	P
4	Analysis Report	Paper & Electronic	CLB and EP2M review and confirm contents.	R	P
5	Interface Workshops	Workshops	CLB confirms Interface Workshops were completed satisfactorily.	R	P
6	Interface Specification Report	Paper & Electronic	CLB and EP2M review and confirm contents.	R	P
7	Master Test Plan Template	Paper & Electronic	CLB and EP2M review and confirm contents.	R	P
8	Draft Communications Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
9	Draft Data Conversion Strategy and Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
10	Data Mapping Specification	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
11	Business Process Changes Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
12	Draft Interface Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	R	R
13	Draft Training Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
14	Draft Reports Plan	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
15	Application Configuration schedule	Paper & Electronic	CLB and EP2M review and confirm contents.	P	R
16	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available to development and training environments	P	R
17	Acceptance Certificate – Analysis Phase.	Paper & Electronic	CIS Project Steering Committee provides written approval to proceed to Configuration and Development Phase.	P	R

4.5.4 Scope Reconciliation for Interfaces and Enhancements

Appendices B and C describe the set of interfaces and enhancements that are included as part of the project. The Analysis phase will serve to confirm that each interface and enhancement is still required for the project.

It is fairly common in projects that, by the end of the Analysis phase, it is determined that certain enhancements or interfaces may no longer be needed. This may be due to functionality that is now available in the base product, a change in the way the product will be utilized vs. what was envisioned during the Sales process, or several other reasons. At the same time, other enhancements (or interfaces) may become required functionality that weren't previously identified during the Sales process.

In order to provide a fair and equitable method of reconciling how these additions and subtractions from scope will be handled during the project, the EP²M Project Manager will utilize spreadsheets to keep track of the additions and subtractions from the list of enhancements and interfaces. These spreadsheets will also track if/how the complexities and effort estimates for each enhancement and interface changes as we proceed through the Discovery and Analysis phases.

At the end of the Analysis phase, CLB and EP²M will work to reconcile the difference by either reducing scope or initiating a Change Order for an increase in scope.

4.6 Phase 3: Configuration and Development

The objective of the Configuration and Development phase is to prepare the system for the Testing and Acceptance phase by completing the CC&B configuration, and by designing and developing software components (algorithms, user exits, background processes), interfaces, reports, documentation, conversion routines and changed business processes as call for in the Analysis Report. Those items identified during Analysis, but not currently in scope of this SOW, will be described in a Change Request and approved by CLB. In addition, test plans, scripts and data needed for Acceptance Testing are prepared. Finally, certain End User Training activities are started during this phase.

4.6.1 Phase 3: Activities and Deliverables

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Configuration Support	EP ² M provides support for the application configuration.	R	
2	Complete the application configuration	CLB defines remaining application configuration values and enters them into the system.		R
3	Configuration Worksheet maintenance	CLB maintains changes to the Configuration worksheet.		R
4	Configuration Rationale Documents maintenance	CLB maintains changes to the Configuration Rationale Documents.		R
5	Detail Design and Development of Enhancements - EP2M	EP ² M will design, develop and unit test the enhancements (algorithms, user exits, query zones) as listed in Appendix C or as agreed to at the end of the Analysis phase.	R	
6	Detail Design and Development of Interfaces-EP2M	EP ² M will design, develop and unit test Interfaces as listed in Appendix B or as agreed to at the end of the Analysis phase.	R	
7	Detail Design and Development of Interfaces-CLB	CLB will design, develop and unit test Interfaces as agreed to at the end of the Analysis phase.		R
8	Detail Design and Development of Reports-EP2M and CLB	EP ² M has allocated 1200 hours toward the design, development, and unit test of the required reports (See Assumptions table below for breakdown).	R	R
9	Background (Batch) Process Scheduling	CLB sets up scheduler to execute background processes. EP ² M provides information regarding sequence and dependencies.	P	R
10	Training: Technical Operations Best Practices	EP ² M will provide a 1-day course on Technical Operations Best Practices	R	P
11	Training: Report Integration & Development	EP ² M will provide a 5-day course on Report Integration & Development	R	P
12	Training: Training Material Development	EP ² M will develop the training materials.	R	P
13	Testing Plan	EP ² M will lead CLB in the definition of the overall Acceptance Test Plan. EP ² M will provide a template.	R	P
14	Acceptance Criteria for Acceptance Testing	CLB will define the final acceptance criteria based on objective and verifiable criteria that demonstrate that the Licensed Software performs substantially as described in the product documentation, this SOW and approved Change Requests.	R	R

	Activities	Description	Responsibility	
			EP²M	CLB
		EP²M will review and approve criteria.		
15	Create Test Scripts	CLB to lead the creation of test scripts for the System Testing and Integration Testing phases. EP²M will provide sample test scripts.	P	R
16	Test Data Creation-Functional Testing	CLB will create small volume of test data to support Functional Testing. EP²M will advise.	P	R
17	Test Data Creation-Interface Testing	CLB will create small volume of test data to support Interface Testing. EP²M will advise.	P	R
18	External Communications	CLB will plan and coordinate external vendor involvement.		R
19	Internal Communications	CLB will plan and coordinate internal involvement from other CLB departments.		R
20	Conversion Programs	EP²M and CLB design and develop conversion programs to extract data into target data structure formats not handled by the Data Conversion Toolkit. EP²M assists CLB in the design of these programs.	P	R
21	Data Extract from Legacy System	CLB is responsible for performing the extraction and formatting of the data for uploaded into the Licensed software. EP²M will support.	P	R
22	Validation of Conversion Data	CLB is responsible for performing validation of the uploaded data and correcting errors in extracted data. Reconciliation reports will be created to monitor accurate conversion of objects such as accounts, meters, customers, service points, active balances, and other objects. Reports will also need to be created to identify records that must be corrected in the Legacy system prior to conversion (Data Cleansing).	P	R
23	Setup process for data verification and balancing	CLB will take the lead on developing the data verification and data balancing process. EP²M will support.	P	R
22	Data Verification and Balancing	EP²M and CLB will be responsible for the verification and balancing of converted data. EP²M will provide CLB with a Data Conversion Quality Assurance Plan that will establish tracking for all data that is converted is accounted for during the conversion process.	R	R
24	Conversion Runs	CLB will execute 3 limited conversion runs. EP²M will support.	P	R
25	Business Process Change Documentation	EP²M and CLB will work together to develop New/Modified Business Procedures for use in the next phase.	P	R
26	System Procedures-Operational	CLB will develop operational procedures for system. CLB will use these procedures in the next phase.		R
27	Forms Design	CLB is responsible for forms designed based on the forms requirements and layouts identified in the Analysis phase. Forms may include bills, letters, field orders, and receipts		R
28	Cut Over Plan	EP²M assists CLB in the development of the Cutover Plan. CLB will utilize and refine this plan in the next phase.	P	R
29	Hardware, Software	CLB executes a plan that covers the procurement, setup,		R

	Activities	Description	Responsibility	
			EP²M	CLB
	and Environment infrastructure support Plan	installation, connectivity and support of the environment infrastructure needed to support the various environments used during this phase.		
30	Approval to proceed to Acceptance Phase	EP²M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.6.2 Phase 3: Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Configuration and Development phase.
2	Enhancements and Interfaces included for development are listed in Appendices B and C of this SOW.
3	Assuming there are ~50 reports needed for Go-Live, EP²M has made the following assumptions with regard to how those reports will be delivered: <ul style="list-style-type: none"> At least 10 reports will be covered by base functionality (i.e. they already exist as “canned” reports) – No development hours required At least 10 reports will be handled via on-line portal zones and queries that will be setup during configuration EP2M will design/develop/test 20 reports – 1200 hours (assuming ~60 hours to design/develop/test each report) CLB will develop at least 10 reports. EP2M will provide 40 hours of training to support that effort.
4	EP²M assumes that CLB will utilize either Crystal Reports or BI Publisher for reports. Oracle Utilities Business Intelligence will not be implemented as part of this SOW.
5	EP²M's assistance does not include any actual programming of interfaces to CLB' Legacy or third-party systems that are not included in this SOW.
6	Changes, if required, will be documented on a change order and if approved will be implemented with an equitable adjustment to cost and or schedule.
7	EP²M Staffing for the Configuration and Development phase: <ul style="list-style-type: none"> Project Manager: 1 FTE Senior Consultant: 1 FTE Functional Designer: 1 FTE Conversion Designer: 1 FTE Business Analyst - .25 FTE Technical Architect: 1 FTE Manila Designers / Developers: As required to complete the enhancements, interfaces, and reports described in this SOW

4.6.3 Phase 3: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Configured System	Software	CLB and EP ² M confirm configuration is set up in accordance to the Analysis report.	P	R
2	Enhancements – EP ² M	Software	CLB confirms delivery of unit tested Enhancements	P	R
3	Interfaces – EP ² M	Software	CLB confirms delivery of unit tested Interfaces.	P	R
4	Interfaces - CLB	Software	CLB and EP ² M confirm delivery of unit tested Interfaces.	R	R
5	Reports – EP ² M / CLB	Software	CLB confirms delivery of unit tested Reports.	R	P
6	Test Plans	Electronic	CLB and EP ² M review and confirm contents.	R	R
7	Test Data Creation-Functional Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
8	Test Data Creation-Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
9	Customized Training Material	Paper & Electronic	CLB and EP ² M review and confirm contents.	R	P
10	Training Database	Electronic	CLB and EP ² M review and confirm contents.	P	R
11	Technical Operations Best Practices	Training	CLB confirms training was completed satisfactorily.		R
12	Report Integration & Development	Training	CLB confirms training was completed satisfactorily.		R
13	Data Conversion Extract programs	Software	CLB and EP ² M confirm delivery of unit tested extract programs.	P	R
14	Conversion Runs	Paper	CLB and EP ² M review and confirm results of 3 limited runs.	P	R
15	Business Process Change Documentation	Electronic	CLB and EP ² M review and confirm contents.	P	R
16	System Procedures-Operational	Electronic	CLB and EP ² M review and confirm contents.	P	R
17	Cut Over Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
18	Updated Project Schedule	Paper & Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	P
19	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available to testing and conversion environments	P	R
20	Acceptance Certificate – Configuration and Development Phase.	Paper & Electronic	CIS Project Steering Committee provides written approval to proceed to the Acceptance Phase.	P	R

4.7 Phase 4: Testing and Acceptance

The Testing and Acceptance phase is composed of Integration, System, Performance and Stress Testing. User Acceptance Testing also occurs during the Acceptance Phase.

The first part of the Testing phase is designed to verify that the application provides the expected results when it operates the configured product plus plug-ins, user exits, and reports developed for the project. This part of the test is run with manually created data and a controlled set of test scripts generated for the sole purpose of comparing output from CC&B to expected results. CLB executes the Master Test Plan in a controlled and orderly manner to verify that the installed system is operating as specified. This step validates the decisions made in the Analysis Workshops and developed in the Configuration and Development Phase.

The second part of acceptance testing is the Integrated Acceptance Test, which is designed to verify that the configured CC&B product integrated with interfaces and using converted data performs substantially as described in the Analysis Report. EP²M will assist and advise CLB during the System Acceptance Test as described below.

The final step of this phase is preparation for CLB to take all the aspects of the systems (the software, procedures, documents and reports) into live operation. Cutover plans and operational procedures are finalized. Any additional hardware and networking capability required for live operations is installed and tested by CLB.

EP²M will also provide End User Training services to CLB during the Testing and Acceptance Phase.

4.7.1 Project Testing Activities

The following types of testing activities will be performed during the “Configuration and Development” phase and the “Testing and Acceptance” phase:

1. Unit Testing
2. Configuration Testing
3. Conversion Testing
4. Integration Testing
5. System Testing
6. Performance Testing
7. User Acceptance Testing (UAT)

Test Type	Description	Responsibility
Unit Testing	A test of an isolated developed enhancement, interface or report component	EP ² M leads for those components developed by EP ² M. CLB leads for those components developed by CLB.
Configuration Testing	The CC&B Configuration setup is validated against the configuration design described in the Analysis Report and Configuration Rationale documents	CLB Lead EP ² M Assists
Conversion Testing	This test will identify issues with programs and procedures used to convert data form the legacy CIS system that may cause data to be converted incorrectly or omitted.	CLB Lead EP ² M Assists
Integration Testing	This test checks whether product interfaces work to specifications and do not adversely impact the system as a whole.	CLB Lead EP ² M Assists
System Testing	Tests multiple application components working together rather than in isolation. Performed on converted data where possible.	CLB Lead EP ² M Assists
Performance Testing	CLB will conduct Batch and Online performance tests and analyze the results. EP ² M will provide recommendations in the following areas: <ul style="list-style-type: none"> • Application tuning • SQL tuning • Batch processing • Database tuning 	CLB Lead EP ² M Assists
User Acceptance Testing (UAT)	Product, enhancements, and interfaces are all tested with converted data. Testing is complete when all the application test script components have been executed, critical defects corrected, and project management has approved the approach and schedule for addressing non-critical defects.	CLB Lead EP ² M Assists

4.7.2 Phase 4: Activities and Deliverables

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Test Helpdesk	EP2M helps CLB resolve problems encountered in the setup and testing of each application.	P	R
2	Testing - Incident Reporting	EP2M to setup Incident Reporting procedures.	R	P
3	Forms and supplies	Sufficient stocks of forms, printer stock, cartridges, etc. must be made available to run the Acceptance Testing.		R

	Activities	Description	Responsibility	
			EP2M	CLB
4	Migration, set up, and management of test environments	CLB is responsible to set up and manage the various test environments. EP2M provides support.	P	R
5	Integration Testing	CLB executes Integration tests as outlined in the Master Test Plan utilizing test data created in the Configuration and Development Phase. EP2M provides support and corrects defects in its deliverables. CLB corrects defects in its deliverables.	P	R
6	System Testing	CLB executes System tests as outlined in the Master Test Plan utilizing test data created in the Configuration and Development Phase. EP2M provides support and corrects defects in its deliverables. CLB corrects defects in its deliverables.	P	R
7	Performance and Stress Testing	CLB executes Performance and Stress tests as outlined in the Master Test Plan. CLB tunes the application for its operating environment. EP2M provides support.	P	R
8	Establish Acceptance Test Environment	As per the test plan, CLB moves the configuration data according to the same procedures intended for use during cutover. EP2M provides support.	P	R
9	Acceptance Testing	CLB executes the User Acceptance Tests. EP2M provides support.	P	R
10	Business Process Change Documentation-New/Modified Business Procedures	CLB will utilize new/modified Business Procedures during testing. CLB revises documentation if needed.		R
11	System Procedures-Operational	CLB will utilize operational procedures during testing. CLB revises documentation if needed.		R
12	Background Process Scheduling	CLB tests Background Process Scheduling setup during testing. CLB revises setup if needed.		R
13	Training for Testers	CLB will provide Training to Testers, as needed to support testing activities prior to EP2M-delivered End User Training.		R
14	End User Training	EP2M will provide instructors to cover the delivery of all End User Training classes.	R	
15	External Communications	CLB will plan and coordinate external vendor involvement.		R
16	Internal Communications	CLB will plan and coordinate internal involvement from other CLB departments.		R
17	Mock Data Conversion Runs	Testing of conversion programs. CLB will execute at least 3 end-to-end mock conversion runs. CLB is responsible for data cleanup, extract, testing balancing and verification activities. EP2M provides support on data issues and mock run execution.	P	R
18	Dress Rehearsal Cut-over	Performed in concert with a mock data conversion and is a rehearsal of the Cutover and Readiness Plan. CLB will execute at least 2 Dress Rehearsals prior to Go-Live	P	R

	Activities	Description	Responsibility	
			EP²M	CLB
19	Cut Over Plan-Final	CLB will lead the effort to finalize the detailed Cutover Plan. This plan will be refined from the previous phase.	P	R
20	Hardware, Software and Environment infrastructure support Plan	CLB executes a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project production environments.		R
21	Approval to proceed to Deployment Phase	EP2M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.7.3 Phase 4: Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Testing and Acceptance phase.
2	EP²M will provide an overview of the testing process and provide generic sample test scripts and test scenarios to assist CLB with their testing efforts.
3	EP²M recommends that CLB appoint a Test Lead.
4	CLB is responsible for Acceptance Testing, including developing test plans and cases and building appropriate test scripts based upon CLB' business processes and procedures. EP²M will assist as requested.
5	CLB will provide all of the testers required for User Acceptance Testing. Testers will have been trained at some point during the project and will be familiar with CLB' business requirements.
6	Following the Configuration and Development phase, CLB shall begin the User Acceptance Test within ten (10) business days of the date on which EP²M, in coordination with CLB, notifies CLB that the application is ready for Acceptance test.
7	If participation by an outside vendor, whose product is not included in the CC&B application, is required to test the interfaces described herein, CLB is responsible for all contractual arrangements and payments for this effort. Negotiation, management, and payment of these arrangements are not the responsibility of EP²M, although if requested by CLB, EP²M may assist in reasonable communication and facilitation of interface testing with such outside vendors if requested via the Change Order process.
8	The quality of the data converted is greater than or equal to 99.9% accuracy and any dollar variances are accounted for. The EP²M and CLB Conversion Teams will work together to provide test databases populated with converted data.
9	End User Training is complete and the End Users are confident in their readiness to go live.
10	Any serious software issues have been resolved. All High Priority issues (defined as a system that cannot function without correction of the issue) must be resolved by EP²M unless otherwise agreed in writing.
11	Final cutover plans are complete and accurate.
12	New/Revised Business Process documentation is complete and accurate. CLB is responsible for developing and/or updating this documentation.
13	Technical Operational procedures are complete and accurate. CLB is responsible for developing and/or updating this documentation.
14	EP²M Staffing for the Testing and Acceptance phase: <ul style="list-style-type: none"> • Project Manager: 1 FTE • Senior Consultant: 1 FTE • Functional Designer: 1 FTE • Conversion Designer: 1 FTE • Technical Architect: .25 FTE, up to a maximum 198 hours

	• Business Analyst: .5 FTE
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4.7.4 Phase 4: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Integration Testing	Paper or Electronic	CLB and EP ² M confirm successful completion.	P	R
2	System Testing	Paper or Electronic	CLB and EP ² M confirm successful completion.	P	R
3	Performance and Stress Testing	Paper or Electronic	CLB and EP ² M confirm successful completion.	P	R
4	Final - Business Process Change Documentation- New/Modified Business Procedures	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
5	Final - System Procedures- Operational	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
6	Final - Background Process Scheduling	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
7	End User Training	Training	CLB and EP ² M confirm completion.	P	R
8	Mock Conversion Runs	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
9	Cutover Dress Rehearsal	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
10	Cut Over Plan-Final	Paper or Electronic	CLB and EP ² M confirm completion.	P	R
11	Final Integrated System	Software	CLB and EP ² M review and confirm all configurations, Algorithm, report and conversion programs for deployment phase.	P	R
12	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available for Production environments	P	R
13	Acceptance Certificate – Testing and Acceptance Phase	Paper & Electronic	CIS Project Steering Committee provides written approval to proceed to the Deployment Phase.	P	R

4.8 Phase 5: Deployment

Deployment is the time in the project life cycle when the collective results of all previous phases are realized, and the application as implemented during the Project is deployed into use. The objective of the Deployment phase is to perform the necessary activities to begin operation of the new system in a production environment. The plan for CLB is a single-phase deployment of all functionality to all users and all locations. At this point, CLB takes full ownership of the installed product and should be sufficiently equipped to operate it successfully on its own.

The actual cutover will be scheduled to take place over a long weekend and will be on mutually agreed upon dates. Any request by CLB to delay the Go-Live beyond the next reasonable agreed upon weekend date, but no more than 2 weeks from a production ready agreement, would require additional EP²M services that will be handled via the Change Control process.

By the end of deployment, the system should be operational in the production environment and stable.

4.8.1 Phase 5: Activities and Deliverables

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	CLB finalizes production helpdesk communications and procedures. EP ² M supports.	P	R
2	Deployment Support	EP ² M provides Deployment support.	R	
3	Final Business Process Change Documentation- New/Modified Business Procedures	CLB verifies and distributes Final Business Process Change Documentation- New/Modified Business Procedures to users.		R
4	Final System Procedures-Operational	CLB verifies and distributes Final System Procedures-Operational.		R
5	End User Refresher Training	CLB will provide End User Refresher Training if needed.		R
6	Final External Communications	CLB provides schedule of events to external parties.		R
7	Final Internal Communications	CLB provides schedule of events to internal departments.		R
8	Final Review of Cut Over Plan	CLB and EP ² M formally review the cutover plan and contingency plans.	P	R
9	Final Hardware, Software and Environment infrastructure support Plan check	CLB and EP ² M perform a final check on Hardware, Software and Environment infrastructure and confirm support plans.	P	R
10	Final Data Conversion	Final Data Conversion extract, cleanup, balancing and verification are performed.	P	R

	Activities	Description	Responsibility	
			EP²M	CLB
11	Go / No Go-Live Decision	The results of the Final Data Conversion are evaluated and a Go or No Go-Live decision is made.	P	R
12	No Go-Live Decision	If the decision to not go live is made then contingency plans are executed.	P	R
13	Contingency Plans	Execute Contingency plans if needed.	P	R
14	Approval to Go-Live	EP²M and CLB meet with Steering Committee to review the results of the Final Data Conversion. If satisfactory, Steering Committee reviews and approves Go-Live decision.	P	R

4.8.2 Phase 5: Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Go-Live phase.
2	CLB is now responsible for all operational activities required by the CC&B application.
3	Members of the EP²M project team will provide support, including onsite as needed, for the Licensed Software during the cutover and for a period of 8 weeks after Go-Live, as defined below in the Post Implementation Support section.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	Any serious software issues have been resolved.
6	Final Data Conversion was successful.
7	EP²M Staffing for the Deployment phase: <ul style="list-style-type: none"> • Project Manager: 1 FTE • Senior Consultant: 1 FTE • Functional Designer: 1 FTE • Conversion Designer: 1 FTE • Technical Architect: .25 FTE, up to a maximum 18 hours

4.8.3 Phase 5: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
1	Final - Business Process Change Documentation- New/Modified Business Procedures	Paper or Electronic	CLB and EP2M confirm completion.	P	R
2	Final - System Procedures- Operational	Paper or Electronic	CLB and EP2M confirm completion.	P	R
3	Final Data Conversion	Paper or Electronic	CLB and EP2M confirm completion and results.	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
4	Acceptance Certificate – Deployment Phase	Paper & Electronic	CIS Project Steering Committee provides written approval to proceed to the Post Go-Live Support Phase.	P	R

4.9 Phase 6: Post Implementation Support

The objective of the Post Implementation Support phase is to provide a time frame when the implementation team can support CLB in the immediate period of production use for the CC&B application. This support facilitates the transition of project activities from the implementation team to the Oracle Customer Service Group (CSG) and, if application, to EP²M Managed Services. Upon completion of the Post Implementation Phase, the final project sign-off process will be initiated during which period EP²M will have addressed CLB' project issues noted in the Post Deployment Issues List.

CLB will be supported by members of the implementation team in the 12 week period immediately following Go-Live.

4.9.1 Phase 6: Activities and Deliverables

	Activities	Description	Responsibility	
			EP²M	CLB
1	Production Helpdesk	CLB triages all helpdesk support items. EP²M supports.	P	R
2	Problem Resolution	CLB provides problem resolution. EP²M provides problem resolution support.	P	R
3	Performance Tuning	CLB measures performance during 30-day window. EP²M provides performance tuning recommendations and advice.	P	R
4	Final System Acceptance	EP²M and CLB meet with Steering Committee to review the results of the Final Performance measurement period. Steering Committee reviews and approves Final System Acceptance.	P	R

4.9.2 Phase 6: Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Post Implementation phase.
2	Additional hours requested, beyond that which is stated above, will be handed via the Change Order process.
3	CLB implements performance-tuning recommendations on a timely basis.
4	CLB and EP²M will conduct an assessment in the weeks following the Go-Live to identify and prioritize all production issues, and to generate action plans to address these issues. CLB will address any behavior issues with respect to system use.
5	EP²M Staffing for the Post Implementation phase: <ul style="list-style-type: none"> • Project Manager: .5 FTE • Senior Consultant: 1 FTE



	<ul style="list-style-type: none">• Functional Designer: 1 FTE
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4.9.3 Phase 6: Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Performance Tuning	Paper or Electronic or Software	CLB and EP2M confirm completion.	P	R
2	Final System Acceptance	Paper or Electronic	CIS Project Steering Committee provides written approval.	P	R

5 GENERAL PROJECT ASSUMPTIONS

1. CLB will provide timely provisioning of, and access to, office accommodations, facilities, equipment, assistance, cooperation, complete and accurate information and data from CLB agents, and employees, and suitably configured computer products are essential to the performance of any services as set forth in this SOW.
2. CLB will provide and maintain the properly configured Hardware and network infrastructure to support the services. This includes, without limitation, providing adequate data backup, monitoring, and tuning to demonstrate the integrity of the CC&B application environments. The term “Hardware” as used herein shall mean any hardware, middleware, data communications, and application or other third-party software required for this CC&B project. The Hardware will have sufficient capacity to load and operate the CC&B software and to perform project activities for the relevant phase of the project. The Hardware must have all required network interfaces to provide user access to printing and terminal facilities in at least one training location. The Hardware will be fully operational prior to EP²M’s coming on-site for training and for any other services. CLB will update the Hardware as required to enable the services to proceed without interruption.
3. CLB will provide and maintain support of the infrastructure and technical environment including, but not limited to:
 - a. High-speed connectivity and logon to enable EP²M to access your applications remotely
 - b. Local Area Network (LAN)/Wide Area Network (WAN) requirements
 - c. Database server configuration
 - d. Your PC configuration
 - e. Implementation of batch jobs
 - f. Backup procedures
 - g. System management requirements
 - h. Operational requirements and documentation
 - i. Performance tuning
4. CLB will provide administration and management for your platforms, including, but not limited to, establishing regular backup procedures to secure the new operating environment, and general housekeeping activities. EP²M will provide information and guidance as to what is expected regarding application administration. Such activities may include, at the request of EP²M, management of EP²M software delivered to, or being developed on your platforms.

5. CLB will maintain annual technical support for the Oracle CC&B software throughout the term of the services, and maintain software updates required for EP²M to satisfactorily perform its services.
6. CLB will provide EP²M with full access to the relevant functional, technical, and business resources with adequate skills, knowledge, and decision-making authority to support the services throughout the project..
7. CLB will acquire technical training on 3rd Party software and software development tools for those members of your team that will be performing technical support for CC&B algorithms, conversion, reports, or interface software development.
8. CLB will provide the EP²M project team with adequate workspace, computer resources, and normal equipment and business supplies for the duration of the project. This will include conference rooms; overhead projectors; white boards; desks, telephones, and computer communication hook-up for communication between you and EP²M; local and remote systems for each project team member; computers and other facilities for training; printers; an enclosed project work area; administrative support when requested. EP²M's on-site staff will provide their own laptop computers. EP²M computers will comply with the same or similar security standards as CLB and be current with virus software. CLB will provide security standards to EP²M in advance. EP²M will need Internet access to the EP²M network for communication as described above. EP²M staff will also need to have access to the CLB network for project related documents and software. CLB should have a high-speed Internet connection and VPN (virtual private network) access established when EP²M arrives on-site.
9. CLB will communicate with vendors and departments within the organization, and facilitate their participation in the project when that is appropriate; and be responsible for the timeliness and quality of their activities and work product.
10. EP²M's fixed fee amount for this CC&B implementation is based on a project schedule that does not exceed a 16-month implementation (which includes twelve (12) weeks of Post Implementation support). Approved scope changes that extend the timetable will be handled via the Project Change Request/Response process as defined in this SOW.
11. EP²M project staff will work both onsite and offsite as required, and with the consent of CLB, to address requirements. EP²M project staff will typically arrive to the CLB site by mid-day Monday and depart by mid-day Thursday. Fridays are typically spent working remotely.
12. CLB will provide workspace for up to eight (8) EP²M project team members, as required.
13. EP²M requires that at least one of the conference rooms dedicated to the project team must remain available throughout the project lifecycle and that the EP²M and CLB on-site team are easily accessible to each other. CLB will make available, as needed, additional conference rooms for breakout meetings that will be required for Interfaces and Conversion.
14. Project documents will be housed in directories on CLB' LAN with accessibility by the entire project team and others as appropriate.

15. In order to understand and maintain the integrity and traceability of all project artifacts, deliverables, and documents, EP²M agrees to adhere to CLB' version control, document management procedures and policies
16. Except as required in connection with the performance of the services under this SOW, EP²M will not remove CLB data from CLB premises.
17. CLB and EP²M will assign a core team staff for the duration of the project, subject to CLB' 75% availability, and will identify additional Subject Matter Experts (SMEs) who will be available as per the project schedule and at other times as required for each party to accomplish its work. Each party's staff will use reasonable efforts to be present at meetings, training sessions, workshops, and the like. CLB' staff will be sufficiently knowledgeable of CLB' business processes, technical environment, and detailed subject matter, to answer question posed by EP²M.
18. The CLB Project Manager(s) will be authorized by CLB to make decisions for CLB concerning the requirements and functionality of the CC&B application and other aspects of the project.
19. The EP²M Project Manager will perform the project management activities for the duration of the project per the EP²M project schedule.
20. Each party's performance and effectiveness is dependant in many cases on the timeliness and quality of the other party's activities and deliverables. CLB and EP²M intend to perform and complete work per the project schedule, as it may be modified from time to time by mutual consent and subject to the Change Control process. Should either party not provide the resources, or should it not fulfill its roles and responsibilities described in this SOW, the result may be project delays and cost overruns.
21. EP²M will provide project tracking tools and templates to record and manage Issues, Risks, Change Requests, Requirements, Decision Sheets, and other documents used in the management and tracking of the project. The CLB and EP²M Project Managers will review these tools and templates and determine which ones will be used for the project. Training on these tools and templates will be conducted at the start of each phase in which they will be used.
22. EP²M may use subcontractors to deliver activities defined in this SOW.
23. CLB is responsible for clearly validating/reviewing its requirements during the Analysis phase, and providing, in a timely manner, additional supporting documentation requested by EP²M.
24. The parties will mutually resolve any discrepancies in the Project Schedule or Deliverables.

6 ACCEPTANCE OF DELIVERABLES

Upon completion of any deliverable, EP²M shall provide a copy thereof to you. At your request, EP²M will demonstrate to you that the deliverable conforms to the description specified for such deliverable. You will be responsible for any additional review and testing of such deliverable in accordance with any mutually agreed test scripts as may be include in EP²M's project management plan. If the deliverable does not conform to the description for such deliverable specified in this SOW, you shall have five (5) business days after EP²M's submission of the deliverable ("acceptance period") to give EP²M written notice which shall specify the deficiencies in detail. EP²M shall use reasonable efforts to promptly cure any such deficiencies. After completing such cure, EP²M shall resubmit the deliverable for your review and testing as set forth above. Upon accepting any deliverable submitted by EP²M, you shall provide EP²M with written acceptance of such deliverable. If you fail to provide written notice of any deficiencies within the acceptance period, as provided above, such deliverable shall be deemed accepted at the end of the acceptance period.

7 FEES AND EXPENSES

7.1 Project Fees and Expenses

EP²M will provide the professional services identified in this Statement of Work on a fixed price basis as specified below in accordance with the payment schedule. It is currently expected that the CC&B project will start in **Month** 2010, and the duration of the project is estimated at XX months.

Upon completion of a milestone, the corresponding fee specified below becomes due and payable. This payment obligation becomes non-cancelable and the sum paid non-refundable on such completion date, except as otherwise expressly provided for herein. A milestone is completed once the Deliverable(s) under such milestone is accepted by you, or deemed accepted.

Payment Milestones

	Milestone	Acceptance Criteria	Payment	Estimated Month
1	Contract Signing	Contract is signed and a Purchase Order is issued by CLB.	\$TBD	Month X
2	Discovery Report Delivery	Discovery Report is delivered to CLB.	\$TBD	Month X
3	Revised and Detailed Project Schedule Delivered	EP ² M delivers a revised, updated version of the Project Schedule	\$TBD	Month X
4	Conversion Strategy/Plan Delivered & Accepted	Conversion Strategy/Plan is delivered to, and accepted by, CLB	\$TBD	Month X
5	Training Plan Delivered & Accepted	Training Plan is delivered to, and accepted by, CLB	\$TBD	Month X
6	Testing Plan Delivered & Accepted	Testing Plan is delivered to, and accepted by, CLB	\$TBD	Month X
7	Functional Workshops Completed	Completion of all CC&B Functional workshops	\$TBD	Month X
8	Interface Workshops Completed	Completion of all CC&B Interface workshops	\$TBD	Month X
9	Analysis Report Delivered & Accepted	Analysis Report is delivered to, and accepted by, CLB.	\$TBD	Month X
10	Enhancements Delivered	All enhancements listed in the exhibit have been coded, initially tested by EP ² M, and provided to CLB for on-site testing	\$TBD	Month X
11	Interfaces Delivered	All interfaces listed in the exhibit have been coded, initially tested by EP ² M, and provided to CLB for on-site testing	\$TBD	Month X

	Milestone	Acceptance Criteria	Payment	Estimated Month
12	Mock Run #1 Completed	The first full Mock Conversion run has been completed.	\$TBD	Month X
13	End User Training Completed	All end user training has been provided to the CLB end users.	\$TBD	Month X
14	System Testing Completed	System Testing Completed (and User Acceptance Testing started)	\$TBD	Month X
15	User Acceptance Testing Completed	End User Acceptance Testing is completed (and system ready for Go-Live)	\$TBD	Month X
16	Go-Live	System deployed and in production	\$TBD	Month X
17	Project Completion	Post implementation support is complete (and 8 weeks of Post Go-Live Support has been provided)	\$TBD	Month X
		Total Milestone Payments	\$	

7.2 Additional Change Order Work

In the event that a change order is required as a result of additional scope, extended schedule or increased responsibilities, the additional hours will be charged at the applicable rate as defined in the rate schedule below:

Position	Hourly Billing Rate
Project Manager	
Senior Consultant	
Technical Architect	
Designer (on site)	
Designer (off shore)	
Conversion Designer	
Business Analyst	
Developer (off shore)	

7.3 Travel & Living Expenses

As per CLB's request, travel and living expenses have been included in the Fixed Price fee in Section 7.1.

7.4 Other Supplemental Expenses

Supplemental out-of-pocket expenses incurred in behalf of the project with CLB' prior approval will be reimbursed by CLB.

7.5 Continuance

CLB has the option to request additional services from EP²M pursuant to a Change order under this SOW at the rates defined in Section 7.2 or for a fixed price to be determined by EP²M at the time of the request.

8 APPROVALS

CLB and EP²M agreed to this Statement of Work as of the date indicated below:

City of Long Beach, CA:

EP²M LLC:

(SIGNATURE)

(SIGNATURE)

(TYPED NAME)

Robert Eddy
(TYPED NAME)

(TITLE)

President and Chief Operating Officer
(TITLE)

(DATE)

(DATE)

9 APPENDICES

Appendix A - Project Schedule

To be included.



END OF APPENDIX G – SOW TEMPLATE

APPENDIX H – RESUMES

For the purpose of illustrating the capability of the consultants available for this project, sample resumes of EP²M staff have been included in this response. These resources are indicative of the quality and caliber of the EP²M staff that would be available for the MWS project. EP²M employs many people who have successfully implemented the Oracle CC&B product multiple times.



APPENDIX I – EP²M MANAGED SERVICES

Exhibit 3

**Solution for
Licensing & Implementation of a Customer
Information System**
Request for Proposal TS 09-049

Best and Final Offer

City of Long Beach



Presented By



In Partnership with



EP²M, LLC
2 Farmstead Court
Flanders, NJ 07836
(973) 927-6162
ep2m.com

Mr. John Schulte
Business Development Manager
Office Phone: 402-891-8889
Mobile Phone: 402-968-6634
Email: john.schulte@ep2m.com

March 25, 2011

“PLEASE READ THE PARAGRAPH BELOW BEFORE OPENING THIS RESPONSE.”

Information contained in this Response is proprietary and confidential to Oracle USA, Inc. (“Oracle”) and contains Oracle trade secrets as defined by law. Subject to applicable law, the information contained in this Response may be used solely in connection with the evaluation of the Response and CLB agrees to (a) keep the information contained in this Response in strict confidence and not to disclose it to any third party without Oracle's prior written consent and (b) CLB's internal disclosure of the information contained in this Response shall be only to those employees, contractors or agents having a need to know such information in connection with the evaluation of the Response and only insofar as such persons are bound by a nondisclosure agreement consistent with the foregoing. CLB does not acquire any intellectual property rights in Oracle's property under the Response and CLB agrees to comply with all applicable export control laws and regulations to verify that no confidential information is used or exported in violation of such laws and regulations. CLB may make a reasonable number of copies of this Response for CLB's internal distribution for use solely in connection with the evaluation of the Response to the RFP; otherwise CLB may not reproduce or transmit any part of this Response in any form or by any means without the express written consent of Oracle. By reading the Response that follows this paragraph, CLB has agreed to be bound by the foregoing terms. If CLB does not agree to be bound by the foregoing terms, CLB must promptly return this Response to Oracle without reading further.

Confidentiality

The information contained in this Response is proprietary and confidential to Oracle USA, Inc. (“Oracle”). The material contained in this proposal represents proprietary and confidential information pertaining to Oracle products and methods. By accepting this proposal, CLB hereby agrees that the information in this proposal shall not be disclosed outside of CLB, and shall not be duplicated, used, or disclosed for any purpose other than to evaluate this proposal. If, however, a contract is awarded to Oracle for this proposal as a result of, or in conjunction with, the submission of this information, CLB will have the right to duplicate, use, or disclose the material contained herein to the extent provided for in the resulting contract.

Definitions

Throughout this proposal response, the term “solution” refers to and is interchangeable with “approach” or “system.” Solution is not intended to contractually bind Oracle to “solve” any issues or problems. It is intended to express the concept that an approach to your project has been well thought out and is the result of the use of our products, methods, and experience.

Throughout this proposal response, the term “partner” refers to and is interchangeable with “ally” or “collaborator.” A Partner shall not have the right to contractually or legally bind Oracle in any way.

Notices

The software described herein is subject to change. Where Oracle has suggested a system hardware configuration, such information is Oracle's suggestion only, based on its current understanding of the requirements. Where Oracle has described features or functionality that it anticipates may be included in future releases of its applications, the description and estimates of their availability are subject to change and should not be relied upon in any decision by CLB.

Segmentation

The consulting services bid contained herein is proposed separately from any Oracle program-licensing bid. CLB may acquire program licenses without acquiring Oracle consulting, services, and CLB may acquire the program and consulting services proposed herein separately at the fees stated in the respective proposals.

Trademarks

Oracle, JD Edwards, PeopleSoft, and Siebel are registered trademarks of Oracle Corporation and/or its affiliates. Other names may be trademarks of their respective owners.

Proposal Validity

This proposal shall remain valid for 90 days from due date of Response, unless otherwise mutually agreed, in writing, by Oracle and CLB.

Disclosure of Proposal Content

This proposal contains confidential and proprietary information that EP²M does not want disclosed to the public, or used for any purpose other than the evaluation of this offer.

The information contained on Tabs 1 through 7 inclusive shall not be duplicated, used in whole or in part for any purpose other than to evaluate the proposal provided; that if a contract is awarded to EP²M, as a result of the submission of such information, Client shall have the right to duplicate, use or disclose this information to the extent provided in the contract. This restriction does not limit Client's right to use the information contained herein if obtained from another source.

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BAFO Section	Section Title	Original Response Dated 10/16/09 Section Cross Reference	Replacement or New
Tab 1	Title Page, Table of Contents, Transmittal Letter.	Tab 1	Replacement
Tab 2	Tab 2 Executive Summary	Tab 2 – Executive Summary	Replacement
Tab 3	Tab 5 - Cost Section	Tab 5 – Cost Section	Replacement
Tab 4	Organizational Change Management		New
Tab 5	Tab 7 – Appendix G: CC&B Statement of Work	Tab 7 – Appendix G – SOW Template	Replacement
Tab 6	Tab 7 – Appendix H - EP²M Team Resumes	Tab 7 – Appendix H – Resumes	Replacement
Tab 7	Hardware Sizing		New
Tab 8	MWM Statement of Work		New



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March 25, 2011

Ms. Peggy L. Chambers
City of Long Beach
Purchasing Division
333 W. Ocean Boulevard, 7th Floor
Long Beach, CA 90802

Dear Ms. Chambers:

EP²M, LLC has prepared the attached Best and Final proposal offer in response to the RFP issued by the City of Long Beach (CLB) Licensing and Implementation of a Customer Information System, RFP TS 09-049.

This Best and Final Offer (BAFO) is intended to provide the City of Long Beach (CLB) with additional information, clarity and updated pricing to facilitate CLB's procurement decision. This information is supplemental to EP²M's original RFP response submission, dated October 16, 2009. This BAFO is based upon additional information supplied by CLB and through our experiences and interaction with the City of Long Beach team during our recent fact-finding exercise. EP²M understands and acknowledges that if EP²M is selected as CLB's provider, additional refinements will be made during final contract negotiations.

EP²M provides high value project management, system implementation, and application support services. Supporting clients, software vendors, and system integrators, EP²M ensures successful implementation projects through extensive industry experience and our Project Management and Quality Management programs. EP²M's mission is to ensure 100% project implementation success and operational success of critical software systems for government, energy, water and utility customers.

EP²M's primary point of contact for CLB is Mr. John Schulte, Business Development Manager:

EP²M LLC
17511 Y Street
Omaha, NE 68135

Office Phone: 402-891-8889
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Email: john.schulte@ep2m.com
Fax: 1-877-677-3726

EP²M's CEO, Mr. David Mulit, or EP²M's President, Mr. Robert Eddy, have the authority to negotiate all aspects of services.

Sincerely,

David L. Mulit, Chief Executive Officer
EP²M, LLC

TAB 2: EXECUTIVE SUMMARY

EP²M, LLC has prepared the attached Best and Final Offer proposal in response to the Request for Proposal TS 09-049 issued by the City of Long Beach (CLB) for Licensing and Implementation of a Customer Information System. This response is based upon a detailed review of CLB's RFP requirements and our understanding of CLB's desire to develop a long-term relationship with the chosen vendor. EP²M has partnered with Oracle Corporation to propose an Oracle Solution that best meets CLB's critical business needs.

Information contained in this BAFO response is supplemental and in addition to EP²M's original RFP submission dated October 16, 2009 and is amended based upon subsequent information provided to EP²M during the fact finding exercise the week of March 14, 2011. Unless specifically amended, all information contained in our original proposal should be considered valid and be considered as submitted.

Assumptions

Based upon a thorough review with the CLB team during the recent fact finding exercise in Long Beach, this BAFO will provide amended, supplemental and/or additional information. In consideration of the information ascertained during the fact finding exercise, EP²M is providing this best and final offer with the following assumptions and strategies. Note: these are general assumptions. More specific assumptions are further detailed in the Statement of Work.

- The project will be 18 months in duration with 6 months of post go-live support.
- As an option, an interface for Advantex has been quoted as well as an implementation plan and costs for Oracle Mobile Workforce Management.
- A five year Managed Services offering has been constructed – commencing upon project start.
- Within the Managed Services contract are included costs for one version upgrade of CC&B and MWM, each of which is priced separately.
- Conversion pricing assumes conversion of two years of history.
- Training is for both the project team members and for all end users.
- The bill print responsibility will be with CLB.
- An additional budget of hours has been quoted for both interfaces and extensions for scope changes.
- MWM interface strategy is point to point.
- Web self services are quoted utilizing the native functionality within CC&B. An Oracle Web Center solution may be an option when it becomes available.

- 109 Reports are quoted as described in RFP Functional Requirements Checklist Section 10.13. All reports will be completed using Crystal Reporting tools.
- No hours have been offered for Business Objects development.
- The planned IVR replacement will be completed before interfaces are built to the solution.
- EP²M will provide Business Process Change and will provide documentation and integration to end user training.
- All pricing is quoted as fixed price and includes travel and expenses in the hourly rate.
- A full time Technical architect will perform technical environment support (normally Client responsibility).
- There is an assumption that there will be no enhancements to the system in the first six months after go-live except configuration changes.

With regard to the Oracle applications and technology stack, the following comments and assumptions are offered for consideration:

- The approach is to provide CC&B production technology products on a processor based licensing model. The test/dev/training environments for CC&B and the test/dev/training environments for MWM and production, as well as for MWM technology products, will be on a named user plus model. This gives the best cost profile for CLB based on CLB's technology strategy.
- Oracle's offer for May, 2011 is to use the master contract with LA County with a specific Ordering Document to eliminate the negotiation timeline on the Terms and Condition since it is a contract used previously. In general it should be noted that the City of Long Beach can acquire Oracle technology software through the County of Los Angeles contract with Oracle, ref: LA County Master Agreement OLSA-1017086-15-APR-2007, with specific discount at specific dollar purchase thresholds. Additionally there exists a way for the City of Long Beach to acquire Oracle technology through the State of California contract which has higher dollar purchase thresholds.
- The Oracle applications and technology are offered based upon a May 2011 close. Oracle has provided a pricing estimate in the Cost Proposal for a June, 2011 transaction. However these are just estimates because Oracle's future pricing policies are not disclosed ahead of time and the specific pricing will not be known until the new price list is released at the start of Oracle's fiscal year (June 1, 2011).

Based upon the estimates for pricing, May versus a June close, Long Beach will save initially \$194,067 by completing the transaction in May. The significant aspect is that this license pricing savings will pay additional savings over time in reduced maintenance costs. By closing in May, not only does CLB save \$194,067, but over a five year period CLB will also save \$226,672

in maintenance. Therefore the total five year savings by closing the license transaction in May is \$420,739.

Pricing Considerations

Based upon the fact finding week, EP²M has amended its overall pricing offer. It should be noted that the pricing being proposed is higher than what was proposed in the original RFP response. The higher cost is based upon a further examination of the needs of CLB as well as additional information provided during the fact finding exercise. The following are some of the justifications or reasons as to why the final offering is higher:

- The CC&B Configuration efforts during the implementation are transferred to the responsibilities of EP²M.
- The CC&B technical environment management and DBA responsibilities throughout the project are now the responsibility of EP²M.
- The Project time was lengthened to 18 months, adding additional Project Management costs.
- Post go-live support was extended to 6 months and the responsibilities, deliverables and required resources for support provided by EP²M were expanded.
- The training strategy was changed from a Train-the-Trainer approach to a full User Training strategy including documentation of changes to business process and organizational change management and the development of fully customized training material.
- Organization change management was added – see supplemental information.
- Business Process change management was bid at the request of CLB.
- EP²M will provide client side application and technical resources to augment CLB staff during implementation.
- The implementation of MWM increased (optional) as originally the cost was for version 1.5. Version 2.0 includes additional functionality/capability and is therefore more expensive to implement.
- EP²M has included the cost of developing the 109 mandatory reports described in the RFP Functional Requirements Checklist Section 10.13.
- EP²M has provided CLB with an allotment of hours for cost over-runs for both extensions and interfaces to ensure that they are done properly.

Managed Services

EP²M will provide a level of Managed Services support not only after go-live, but throughout the implementation project. EP²M will provide an integrated team for CLB that includes both the implementation team and specific Managed Services support during the implementation and post go-live period. This integrated approach, whereby the Managed Services team will be performing certain implementation tasks with long-term implications, ensures an excellent transition and knowledge transfer after go-live. The next few paragraphs will describe, by Phase, the Managed Services support levels, resource commitments and high level expectations.

Phase 1 consists of the 18 month implementation project. The Managed Services division of EP²M will provide a Project Manager/Functional Architect on-site for two weeks every three months throughout Phase 1. EP²M will also have the Managed Services Technical Architect and MWM support resource on-site one week every three months as an option. The resources will work closely with the project team and CLB staff to stay up to date on the project activities as well as perform a QA on overall progress. The intent is to have a smooth transition post go-live while keeping the Managed Services team in sync with all project issues/deliverables. The site visits will occur at strategic times throughout the project while staying as close as possible to the project.

Phase 2 consists of the 6 month period immediately following go-live. The Managed Services division of EP²M will provide the Project Manager/Functional Architect, the Technical Architect as well as the MWM support resource (as an option) onsite for two weeks every three months throughout Phase 2. The resources will begin to transition the day to day workload from the project team to Managed Services in a structured phased approach.

Phase 3 consists of the following 3 years using EP²M Managed Services as the project implementation team rolls off the project completely. The Managed Services division of EP²M will provide a full time on-site Project Manager/Functional Architect (1 FTE with both skill sets), Technical Architect/DBA (1 FTE with both skill sets), and a Designer. The off-site team will consist of an additional Designer as well as two full time Developers. EP²M will provide offsite support for MWM which will consist of a part time resource. The team will handle a vast majority of the day to day support tasks as they relate to CC&B and MWM. Examples of such tasks will include, but not limited to, functional questions from CSRs, data fixes, resolution of custom code/interface bugs, environment management, application performance management/tuning, and small configuration changes. Phase 3 also contains pricing for one major CC&B and MWM (optional) upgrade.

In addition, there will also be an allotment of hours to cover enhancements required by CLB to the application. This would require prior approval from CLB management.

City of Long Beach Proposed Implementation Staff

The following is the proposed implementation team that will be assigned to the Long Beach project. EP²M has provided resumes of the proposed staff as well as supplemental resumes of alternate candidates for the Long Beach project.

Role	Name	Experience	Projects
Project Manager	Barry Parr	32 yrs IT 26 yrs Utility 17 yrs CIS	TXU, City of Albuquerque, Questar
Functional Architect	Fran Couzens	32 yrs IT 26 yrs Utility 17 yrs CIS	City of Tempe, OPPD, Tucson Electric, Chelan County PUD

Role	Name	Experience	Projects
Functional Designer	Philip Rev Salem	3 yrs IT 3 yrs Utility 3 yrs CIS	LUS, Tucson Electric, OPPD, HBWS
Conversion Designer	Willys Chang Mah	18 yrs IT 14 yrs Utility 9 yrs CIS	City of Tempe, KCPL, Tucson Electric, Trigen, LVVWD
Interface Designer	Fernando Morais	19 yrs IT 21 yrs Utility 12 yrs CIS	MDU, OPPD, PGW, KCPL, LCEC, CSU, SMECO
Technical Architect	Steve Cates	27 yrs IT 10 yrs Utility 10 yrs CIS	City of Tempe, HBWS, Cedar Falls, PG&E
Business Analyst	Mandy Sollenberger	4 yrs IT 7 yrs Utility 7 yrs CIS	Green Mountain Power, City of Tempe, OPPD, Colorado Springs Utilities
Trainer	Geir Hedman	12 yrs IT 14 yrs Utility 12 yrs CIS	Tucson Electric, LVVWD, PG&E, Miami Dade, Minnesota Power
Designer	Rodrigo Gajitos	10 yrs IT 9 yrs Utility 9 yrs CIS & MWM	City of Tempe, CFU, El Paso Electric, OPPD, Tucson Electric, JEA, LUS, OUC
Designer/Developer	Pia Erika Leano-Gajitos	10 yrs IT 7 yrs Utility 7 yrs CIS	HBWS, OPPD, Northern Ireland Electric, Vattenfall
Designer/Developer	Judith Dionisio	6 yrs IT 6 yrs Utility 6 yrs CIS	OPPD, Tucson Electric, IES, Abu Dhabi, Bord Gais, OUS, JEA, Cobb Energy, OCU
Designer/Developer	Eric dela Cruz	8 yrs IT 7 yrs Utility 7 yrs CIS & MWM	HBWS, CFU, City of Tempe, El Paso Electric, LUS, Tucson Electric, OPPD
Designer/Developer	Rocille Agustin	7 yrs IT 4 yrs Utility 4 yrs CIS	CFU, LUS, Tucson Electric, OPPD, HBWS
Project Manager / Functional Architect	Geoff Evans	26 yrs IT 19 yrs Utility 9 yrs MWM	Austin Electric, AGLR, Nevada Power, OPPD, CHGE, United Illuminating
Technical Architect/ Developer	Glenn Martin	23 yrs IT 7 yrs Utility 7 yrs MWM	OPPD, Metro Water Services, ONG
Change Management	Chelle Stringer	5 yrs Utility 7 yrs OCM	PNM Resources, City of Albuquerque



Conclusion

In conclusion, this BAFO proposal offers the most comprehensive Customer Information System available to the utilities marketplace coupled with the most experienced implementation resources in the industry. EP²M's unique qualifications equate to the lowest risk and highest reward in the industry today.

The partnership of EP²M and Oracle will provide the greatest value to CLB. It is our dedication to the mid-market and our depth of resources that will ensure the success of this project. We understand the issues facing an organization such as CLB and will bring together a solution, implemented by EP²M on time and on budget.

TAB 5: COST SECTION

5.1 COST OF SOFTWARE AND SUPPORT SERVICES

5.1.0 Managed Services Offerings

Note the following Requirement: For each of the cost sections below or for the Total Combined Cost of Products, Annual Maintenance/Support and Implementation Services the Vendor shall provide detailed information concerning the type of financing options that are offered to CLB under this proposal. This information should include at a minimum; (1) interest rate, (2) duration or term being offered, (3) payment terms and (4) financing source.

CLB is considering contracting for Managed Services to assist the City in the implementation and ongoing production maintenance/support. Provide a Narrative description of the CIS application Managed Services (e.g., operations, database administration, system administration, query/ad hoc reporting, performance tuning, etc.) you would be able to offer CLB and then provide the annual itemized cost of those services in the cost table below.

Description of Service	Fixed Cost During Implementation	Annual Cost During Production
<p>Functional Support – Most CC&B customers maintain continuity in a post production, steady state environment by keeping 1 - 2 (2 FTEs to ensure adequate backup coverage) Core Team members on for CC&B functionality support. This support typically is as follows:</p> <ul style="list-style-type: none"> • Application liaison for the business community, providing 2nd level functional knowledge and support • Ongoing application configuration and maintenance • New features and enhancement configuration • Ongoing report and query support • Application Security – setup/maintain profiles 	<p>See Table 5.1.2</p>	<p>See Table 5.1.2</p>

Description of Service	Fixed Cost During Implementation	Annual Cost During Production
<p>Technical/Application Operations Support – Technical/Ops support for CC&B generally centers on the DBA and System Software Administrator function. One DBA and one OS Admin (2 FTEs to ensure adequate backup coverage) to ensure the application is technically operating as efficiently and effectively as possible. This support typically is as follows:</p> <ul style="list-style-type: none"> • Routine Data Base Admin functions such as but not limited to: performance monitoring, backup and other housekeeping, running statistics for effective access path selection and data storage planning • Daily batch cycle support such as cycle schedule adjustments, file archive/purge • Application server support and monitoring such as thread pool maintenance, transaction server load balancing • Application security – technical aspects such as LDAP 		
<u>Total</u>		

The Vendor may include any additional price sheets or pricing information as deemed necessary to fully inform CLB of all costs and options associated with the CIS Project.



5.1.1 Application Software

Indicate below the cost of the products, including application software, database, and third party software, included as part of this proposal.

APPLICATION	One-Time Base Pkg License Fee	One-Time Base Pkg License Fee	SUPPORT & MAINTENANCE COSTS/YEAR FOR EACH APPLICATION				
			1st Year	2 nd Year	3 rd Year	4 th Year	5th Year
	May 2011	June Signing					
<p>Oracle Utilities Customer Care & Billing Standard Edition (CC&B)</p> <p>Oracle Utilities Customer Care & Billing Standard Edition (CC&B) license fee based on assumption of 177,500 customers.</p> <p>Update: pricing is based on revised information of 92% residential and 8% C&I. The new calculation would have increased the price based on Oracle's pricing model by over \$100,000 however pricing reflects May transaction price.</p>	\$714,970	\$829,000	\$157,293	\$162,012	\$166,873	\$171,879	\$177,035
<p>Oracle Utilities Customer Care and Billing Extractors and Schemas based on 177,500 customer accounts.</p> <p>Update to pricing for May execution. Non-May transaction estimated to be \$90,000.</p>	\$66,563	\$98,000	\$14,644	\$15,083	\$15,536	\$16,002	\$16,482
<p>Oracle Utilities Mobile Workforce Management Standard Edition</p> <p>Update: pricing from original RFP was based on MWM v1.5 and the pricing for MWM v2.x dramatically increased, and the licensed user population grew to 68 users from the original 40, which is more than a 50% increase. Non-May transaction</p>	\$108,400	\$149,000	\$23,848	\$24,563	\$25,300	\$26,059	\$26,841



APPLICATION	One-Time Base Pkg License Fee	One-Time Base Pkg License Fee	SUPPORT & MAINTENANCE COSTS/YEAR FOR EACH APPLICATION				
	May 2011	June Signing	1st Year	2 nd Year	3 rd Year	4 th Year	5th Year
based on the original RFP estimated to be \$150,000							
Micro Focus Net Express for CC&B Note: 1 user license for development.	\$2,700	\$2,700	\$594	\$612	\$630	\$649	\$668
Micro Focus Server Express for CC&B Note: 1 user license for development	\$2,175	\$2,175	\$479	\$493	\$508	\$523	\$539
Oracle Database and Weblogic Servers for system infrastructure Update: Approach is to provide CC&B production technology products on processor based licensing model. The test/dev/training for CC&B and test/dev/training MWM and production for MWM technology products will be on a named user plus model. This gives the best cost profile for CLB based on CLB's technology strategy. Licensing: 150 users of Weblogic Server Standard Edition 150 users of Oracle Database Standard Edition 4 processors of Weblogic Server Standard Edition (CC&B production environment) 2 processors of Oracle Database Standard Edition (CCC&B production environment) There are limitations to Oracle Database Standard Edition based on the number of sockets and Weblogic Enterprise Edition cannot be clustered. Eliminating the MWM application will reduce technology	\$47,000	\$55,000	\$28,875	\$29,741	\$30,633	\$31,552	\$32,499

APPLICATION	One-Time Base Pkg License Fee	One-Time Base Pkg License Fee	SUPPORT & MAINTENANCE COSTS/YEAR FOR EACH APPLICATION					
			May 2011	June Signing	1st Year	2 nd Year	3 rd Year	4 th Year
products licensing. Changing the licensing to Weblogic Standard Edition instead of Enterprise Edition reduced the technology product licensing. Please see attached sizing estimate based on the updated Long Beach sizing parameters questions, March 17, 2011.								
Total Cost	\$941,808	\$1,135,875	\$225,733	\$232,504	\$239,480	\$246,664	\$254,064	

Notes:

- Pricing based for June 2011 is an estimate – Oracle Fiscal Year 2012 pricing has not been published.
- Pricing is based on an Oracle Ordering Document containing the listed products referencing the LA County Master Terms and Conditions. The assumption is that since Long Beach has purchased Oracle product off the LA County contract there will be no Ordering Document negotiations since it has legal precedence at City of Long Beach.
- The Ordering Document will summarize product line items to one Net License Fee number and one Software Update and Technical Support number (aka maintenance).
- Software license fee and 1st year maintenance are due as part of the initial transaction, unless financed.
- Maintenance in subsequent years can range from 0% to 2% for the second year, 0% to 2% for the third year, 0% to 2% for the fourth year, and 0% to 4% for the fifth year. Table above has been calculated at 3% escalation for illustration purposes.
- License pricing is based on the assumption that the applications will be purchased together via contract before May 31, 2011.

5.1.2 One Time Implementation Services Cost Summary

Indicate below the implementation services included as part of the proposal package.
Note costs by area of service & remember to use inclusive hourly rates.

Note: Of the total hours presented below – 12% of the hours will be performed “off-shore” in EP²M’s Manila offices.

Service Category	Hours	Blended Hourly Rates	Total Cost
Customer Care and Billing Base Implementation			
1. Software Installation	46	\$198	\$9,101
2. Business Process/Gap Analysis	2,736	\$178	\$485,808
3. Table Set-up/System Configuration	1,216	\$191	\$231,864
4. Data Conversion	2,432	\$189	\$459,414
5.a. Interface(s) Provided	4,300	\$84	\$362,776
5.b. Interface to Advantex	700	\$84	\$59,057
6. Customization/Modifications/Extensions	1,920	\$83	\$158,315
7. Report/Query Development	3,040	\$63	\$189,824
8. Testing/Testing Support	3,648	\$133	\$484,140
9.a. Training – Project Team	136	\$221	\$29,952
9.b. Training – End User Material Customization and Data Creation	1,080	\$269	\$289,864
9.c. Training – End User Training (Managed Services)	300	\$249	\$74,700
10. Post Implementation Support	2,926	\$184	\$535,645
11. Other – Project Management	4,256	\$191	\$809,880
12. Other - Project Kickoff and Initiation	456	\$176	\$80,223
13. Other - Technical Services and Support	1,018	\$212	\$215,460
14. Other - Go-Live Readiness and Deployment	304	\$190	\$57,481
15. Other - Project Quality Assurance	171	\$257	\$43,932
Sub Total Cost of CC&B Base Implementation Services	30,685	\$149	\$4,577,436
Managed Services – CC&B Implementation			
1. CC&B Implementation Transition	380	\$216	\$82,312
2. CC&B Impl .Technical Services and Support	1,596	\$212	\$336,841
3. CC&B Impl. Configuration Support	2,508	\$156	\$389,203
4. CC&B Impl. Business Process Change Mgmt.	2,508	\$156	\$389,203
5. CC&B Impl. Organizational Change Mgmt.	2,150	\$221	\$474,024
Sub Total Cost of Managed Services During CC&B	9,370	\$183	\$1,671,583

Implementation			
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Service Category	Hours	Blended Hourly Rates	Total Cost
CC&B Managed Services - 6 Month Post Go-live			
6. Managed Services - 6 Month Post Implementation Period – CC&B	304	\$207	\$63,019
Sub Total Cost of CC&B Managed Services 9 Months Post Go-live	304	\$207	\$63,019
CC&B Managed Services – Years 3-5			
CC&B Managed Services Years - 3 Resources per year - a BA/Functional expert, a Functional Architect, and a Technical Support Resource	16,416	\$210	\$3,445,920
CC&B One major upgrade – Flat Charge			\$297,039
2,736 Hours of enhancements	2,736	\$143	\$391,248
Sub Total Cost of CC&B Managed Services Years 3-5	19,152	\$200	\$4,134,207

Summary of CC&B Sub Totals			
CC&B Base Implementation	30,685	\$149	\$4,577,436
CC&B Managed Services - Implementation	9,370	\$183	\$1,671,583
CC&B Managed Services – 6 Months Post Go-live	304	\$192	\$63,019
CC&B Managed Services – Years 3-5	19,152	\$200	\$4,134,207
CC&B Total 5 Year Cost	59,511	\$170	\$10,446,245

Optional: Mobile Workforce Management Implementation and MWM Managed Services

Service Category	Hours	Blended Hourly Rates	Total Cost
Mobile Workforce Management (MWM)			
MWM Base Implementation	4,629	\$207	\$956,680
MWM Managed Services Implementation	228	\$188	\$42,918
MWM Managed Services 6 Month Post Go-live	160	\$161	\$25,720
MWM Managed Services Years 3-5 Includes one upgrade	1,368	\$219	\$299,605
Total Cost of MWM Implementation and Managed Services – 5 Years	6,385	\$207	\$1,324,923

Please note that as requested – these cost figures INCLUDE FIXED PRICE CONTINGENCY, TRAVEL, AND EXPENSES

5.1.3 Itemized CC&B Interface Costs (with assumptions)

Name of Interface and Referenced Functional Requirement	Hours	Fixed Cost	
A/P Extract	Interface to FAMIS to handle A/P, Check Printing, etc. Use CC&B standard A/P request w/some modifications.	80	\$6,749.33
Code-1 Interface	Use Code-1 for online address validation.	120	\$10,123.99
CASS Certification Extract	Background extract process to send for certification.	120	\$10,123.99
Cashiering Interface	Custom integration required to iNovah using CC&B XAI (XML Application Integration) Facility	320	\$26,997.31
Collection Agency	Monthly Out/Inbound, Daily Payments Received, 3 yr Recall	320	\$26,997.31
Credit Card Authorization and Payment	Credit Card Payments through Link-to-Gov	120	\$10,123.99
CTI Interface	Not Required	0	\$0.00
Degree Days Interface	Manually Load Degree Day into table. No interface required	0	\$0.00
Equifax Interface	Link to Equifax to launch. No Interface Required	0	\$0.00
Equifax Queue Exchange	Background extract process to send for data exchange program	100	\$8,436.66
External Email Integration	Trigger email as part of Web Self Service (i.e. Bill is ready to be viewed)	80	\$6,749.33
External SMS Integration	Trigger SMS as part of Web Self Service (i.e. Bill is ready to be viewed)	80	\$6,749.33
Field Order Print Interface	Use Standard FO extract with some modification. CLB is to handle print distribution. Separate Dispatch Group for reread FAs with FO Extract data being sent to outsourced meter readers.	100	\$8,436.66
G/L Interface	Interface using CC&B Standard G/L extract and A/P Request Extract. Some modifications may be required	120	\$10,123.99
GIS Interface	Store and synchronize geographic type data. Scope depends on "System of Record" discussions and will need to be further refined during Analysis.	320	\$26,997.31
Hansen Interface	Not Required	0	\$0.00
IVR Interface	CLB to implement new IVR. Basic IVR capabilities (i.e. account balance, make payment, ACH enrollment). No complex transactions expected (i.e. pay plans,	240	\$20,247.98

Name of Interface and Referenced Functional Requirement	Hours	Fixed Cost
LaserFiche Document Management Interface	0	\$0.00
Letter Extract and Print Interface	160	\$13,498.65
Meter Read Download	120	\$10,123.99
Meter Read Upload	200	\$16,873.32
New XAI Interface	80	\$6,749.33
Payment Upload and Remittance	200	\$16,873.32
Autopay/ACH	80	\$6,749.33
Snap Prover/Meter Test Interface	120	\$10,123.99
Web Self Service	500	\$42,183.29
Zonar Interface	120	\$10,123.99
Bill Print	160	\$13,498.65
Budget Allocation Interfaces	440	\$37,121.29
Total Interfaces	4300	\$362,776

CC&B Interface cost included as line 5 of Table 5.1.2 above.

5.1.4 Itemized Cost for All Proposed CC&B Enhancements and Modifications

Req	Description	Type	Fixed Cost
2.1.27	a. Meter size?	New deposit calculation algorithm required	\$9,895
2.1.30	d. Based on ERU's and ERC's?	New deposit calculation algorithm required	\$9,895
2.2.132	Can your product track payment history on accounts and automatically generate a bill message for "poor paying" accounts that another late payment will require the customer to pay a deposit?	New algorithm or perhaps a Sample and Submit (feature to select and action specific records meeting input parameters) can be configured to meet this requirement.	\$9,895
2.2.133	Can your product track payment history on accounts and automatically bill the appropriate deposit for accounts that fall into a user defined "poor pay" status?	New deposit review batch job required.	\$26,386
4.2.39	If a backflow device inspection date is thirty days past due and not completed, does your product generate a management directed work list to perform the inspection?	Potential algorithms - SA Creation algorithm	\$19,789
5.2.6 to 5.2.8	Does your product display a customer's average bill amount for the most recent 12 months of usage by: a. Premises? b. Service? & c. Account?	New Meter Read Estimation algorithm.	\$9,895
5.2.80	Can your product flag a historical reading to exempt it from any type of average calculation performed by the system?	New algorithm required.	\$9,895
6.1.12	For the in house processing of a payment on an account (walk-in customer) that has been sent to the collection agency, does your product calculate a user defined collection fee (currently 17.9%) and add that to the amount due from the customer?	New FT Freeze algorithm.	\$13,193
8.1.4	Does your product require cash, certified funds or credit card as the only method of payment for the satisfaction of a Returned Item received on an account?	New FT Freeze algorithm.	\$13,193
8.1.14	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user specified minimum balance (currently \$25.00)?	New Write-off algorithm.	\$6,596

Req	Description	Type	Fixed Cost
8.1.16	Can your product automatically bill delinquent fees (flat fees and/or a percentage of the balance based on an account's service district and Premises Type) each time a new delinquency status is assigned to an account?	New Late Payment Charge algorithm	\$9,895
	Budget allocation of hours for additional extensions, complexity or other contingency as identified during the Analysis Phase.	240 hours	\$19,789
	Total Cost of Enhancements and Modifications		\$158,316

CC&B Enhancement and modifications costs included as line 6 in Table 5.1.2 above.

5.1.5 Itemized CC&B Training Costs

List below, by course, number of sessions proposed, the maximum number of attendees per session, the total hours, and total cost of the proposed training services.

Course	Total Hours	Total Cost
Core Team Training	16	\$3,768
Functional Implementation Training	120	\$26,760
Training Requirements Analysis	120	\$26,760
Training Material Customized Development/Data	960	\$263,536
End-user Training Delivery	300	\$95,400
Total Cost of Required Training		\$416,224

Required CC&B Training costs are included as line 9 in Table 5.1.2 above.

5.1.6 CC&B Mandatory Reports Costs

Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.1	Accounts Receivables Statistics	M	40	\$2,497.68
10.13.2	Accumulative Sewer Sales Report	S	20	\$1,248.84
10.13.3	Accumulative Water Sales Report	S	20	\$1,248.84
10.13.4	Active Account Aged A/R Summary	M	40	\$2,497.68
10.13.5	Active Accounts With Amounts Over 60 Days Old	S	20	\$1,248.84
10.13.6	Active Cut Notice Hold Accounts In Account Nbr Sequence	M	40	\$2,497.68
10.13.7	Active Senior/Disabled Citizen Accounts-Not Lpp With Amounts Owing Over 60 Days	S	20	\$1,248.84
10.13.8	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency For Month XXXXXX	S	20	\$1,248.84
10.13.9	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency	S	20	\$1,248.84
10.13.10	Agency Collection Statistics Report Percent Of Collections By Year Sent	S	20	\$1,248.84
10.13.11	Agency Collection Statistics Report Percent Of Collections By Debt Year	S	20	\$1,248.84
10.13.12	"AJ" And "CR" Activity Report In Operator Id Sequence	S	20	\$1,248.84
10.13.13	Bad Debt Cash Collection List Agency Accounts Paid To City	S	20	\$1,248.84
10.13.14	Bad Debt List - Amounts \$1000 And Over	S	20	\$1,248.84
10.13.15	Bad Debt List - Amt More Than \$25 And Less Than \$1000	S	20	\$1,248.84
10.13.16	Bad Debt Under \$25 Write Off List	S	20	\$1,248.84



Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.17	Bank Cash Report For XX-XX-2008	S	20	\$1,248.84
10.13.18	Bank Debit Payments	S	20	\$1,248.84
10.13.19	Bill Consolidation Return A Payment List	S	20	\$1,248.84
10.13.20	Billing Register	M	40	\$2,497.68
10.13.21	Closed Accounts With Amounts Over 60 Days Old	S	20	\$1,248.84
10.13.22	Closing Bill Bad Debt Hold Accounts In Account Nbr Sequence	M	40	\$2,497.68
10.13.23	Collection Agency Payment List	S	20	\$1,248.84
10.13.24	Collection Agency Transactions Report Activity Sent To Collection Agency	S	20	\$1,248.84
10.13.25	Collection Agency Transactions Report Employees Not Sent To Collection Agency	S	20	\$1,248.84
10.13.26	Collection Agency Transactions Report New Accounts Sent To Collection Agency For Month XXXXXX	S	20	\$1,248.84
10.13.27	Collection Agency Validation Errors	S	20	\$1,248.84
10.13.28	Collection Agency Write-off List Amounts \$1,000 And Over	S	20	\$1,248.84
10.13.29	Collection Agency Write-Off List Amounts Under \$1,000	S	20	\$1,248.84
10.13.30	Coml Meter Audit Delinquency Report	S	20	\$1,248.84
10.13.31	Completed Water Meter Install Work Orders	S	20	\$1,248.84
10.13.32	Credit Card Report For XX-XX-2008	S	20	\$1,248.84
10.13.33	Credit Investigation List	S	20	\$1,248.84
10.13.34	Cut Projection Report	S	20	\$1,248.84
10.13.35	Daily Cash Audit List (AM Transfer)	M	40	\$2,497.68
10.13.36	Daily Cash Audit List (PM Transfer)	S	20	\$1,248.84



Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.37	Daily Cash Report For XX-XX-2008 (Am Transfer)	S	20	\$1,248.84
10.13.38	Daily Cash Report For XX-XX-2008 (Pm Transfer)	S	20	\$1,248.84
10.13.39	Daily Cashiering Transactions By Cashier	S	20	\$1,248.84
10.13.40	Daily Famis Interface Records	S	20	\$1,248.84
10.13.41	Daily Master File Activity Counts			
		H	40	\$2,497.68
10.13.42	Daily Remote Cash Audit List	S	20	\$1,248.84
10.13.43	Daily Statistics Merge Totals	S	20	\$1,248.84
10.13.44	Daily Statistics Merge Totals Small Claims Activity List	S	20	\$1,248.84
10.13.45	Delinquency Code Reset Audit List	S	20	\$1,248.84
10.13.46	Deposit Trust Fund Statement	m	40	\$2,497.68
10.13.47	Disbursed Meter Deposits And Journal Entry Distribution	S	20	\$1,248.84
10.13.48	Error And Investigation Register Hi/Lo Errors	M	40	\$2,497.68
10.13.49	Field Order Audit Trail	S	20	\$1,248.84
10.13.50	Gas Major Users	S	20	\$1,248.84
10.13.51	Gas Meters With No Usage	S	20	\$1,248.84
10.13.52	Gas Miscellaneous Charges Statement Of Accounts Receivable	M	40	\$2,497.68
10.13.53	Gas Rate Study	M	40	\$2,497.68
10.13.54	Gas Statement Of Accounts Receivable	M	40	\$2,497.68
10.13.55	Gas Statement Of Accounts Receivable - Adjustment List	S	20	\$1,248.84
10.13.56	Link2gov - Teleworks Daily Summary Report Utility Billing	S	20	\$1,248.84



Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.57	Listing Of Inproof Results	M	40	\$2,497.68
10.13.58	Long Beach City Pay Accounts	S	20	\$1,248.84
10.13.59	Mail Address Audit List	M	40	\$2,497.68
10.13.60	Meter Reader Statistics XX-X	S	20	\$1,248.84
10.13.61	Monthly Master File Activity Counts	H	120	\$7,493.05
10.13.62	Monthly Statistics Merge Totals	M	40	\$2,497.68
10.13.63	Overpayment Refund Check Register	S	20	\$1,248.84
10.13.64	Posted Transaction Register	S	20	\$1,248.84
10.13.65	Posted Transaction Register By Operator Id	S	20	\$1,248.84
10.13.66	Refuse Inspection Delinquency Report	M	40	\$2,497.68
10.13.67	Refuse Inspection Service Order Audit List	M	40	\$2,497.68
10.13.68	Refuse Inspection Transaction Audit	M	40	\$2,497.68
10.13.69	Refuse Statement Of Accounts Receivable	M	40	\$2,497.68
10.13.70	Refuse Statement Of Accounts Receivable Adjustment List	S	20	\$1,248.84
10.13.71	Refuse Statements Counts By Rate	S	20	\$1,248.84
10.13.72	Remote Cash Report For XX-XX-2008 (Network)	S	20	\$1,248.84
10.13.73	Remote Cash Update Errors For	M	40	\$2,497.68
10.13.74	Residential Statistics	M	40	\$2,497.68
10.13.75	Returned Payments Journal	S	20	\$1,248.84
10.13.76	Schedule Of Metered Gas Sales Billed In Month Of XXXXXX 2008	M	40	\$2,497.68
10.13.77	Service Order Delinquency Report	S	20	\$1,248.84

Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.78	Service Order Statistics Summary Report Field Orders Worked By District	M	40	\$2,497.68
10.13.79	Service Order Transaction Audit SOA	M	40	\$2,497.68
10.13.80	Sewer Adjustment List	S	20	\$1,248.84
10.13.81	Sewer Large Meter Listing	S	20	\$1,248.84
10.13.82	Sewer Sales Reports	M	40	\$2,497.68
10.13.83	Sewer Sales Reports Recap Of Meter Sales	S	20	\$1,248.84
10.13.84	Sewer Statement Of Accounts Receivable	S	20	\$1,248.84
10.13.85	Special Handling Status Report In Account Nbr Sequence	S	20	\$1,248.84
10.13.86	Stop File For Return Checks	S	20	\$1,248.84
10.13.87	Transaction Merge Totals	M	40	\$2,497.68
10.13.88	UB - Link2gov Daily Credit Card Report *** Virtual Terminal Error Detail *** Fumigation Accounts	S	20	\$1,248.84
10.13.89	UB - Link2gov Daily Credit Card Report Payment Transaction Detail	S	20	\$1,248.84
10.13.90	UB - Teleworks Posted Transactions Detail Report	S	20	\$1,248.84
10.13.91	UB Virtual Terminal Fumigation Report	S	20	\$1,248.84
10.13.92	Union Bank Daily Utility Payment Audit List	S	20	\$1,248.84
10.13.93	Use Tax Statement Of Accounts Receivable	M	40	\$2,497.68
10.13.94	Utility Billing Cash Posted (Utility Taxes)	M	40	\$2,497.68
10.13.95	Utility Billing Cash Posted Month Of XXXXXXXXX 2008	M	40	\$2,497.68
10.13.96	Utility Billing Master File Statistics	M	40	\$2,497.68
10.13.97	Utility Billing Zipcode Statistics Zipcode Count By Area (Billing)	S	20	\$1,248.84

Ref #	Report Requirement Description	Complexity	Hrs	Amount
10.13.98	Utility Billing Zipcode Statistics Zipcode Count By Area (Notices)	S	20	\$1,248.84
10.13.99	Water Accounts Within Queen Mary Corridor	S	20	\$1,248.84
10.13.100	Water Adjustment List	S	20	\$1,248.84
10.13.101	Water Large Meter Listing	S	20	\$1,248.84
10.13.102	Water Meters With No Usage For Over One Year	S	20	\$1,248.84
10.13.103	Water Miscellaneous Charges Statement Of Accounts Receivable Adjustment List	S	20	\$1,248.84
10.13.104	Water Rate Study	S	20	\$1,248.84
10.13.105	Water Sales Reports	M	40	\$2,497.68
10.13.106	Water Sales Reports Recap Of Meter Sales	M	40	\$2,497.68
10.13.107	Water Statement Of Accounts Receivable	S	20	\$1,248.84
10.13.108	Web Interface Service Order Transaction Errors	M	40	\$2,497.68
10.13.109	YTD Master File Activity Counts	H	120	\$7,493.05
	Total Reports		3040	\$189,824

CC&B Required Report costs are included as line 7 in Table 5.1.2 above.

ORGANIZATIONAL CHANGE MANGEMENT

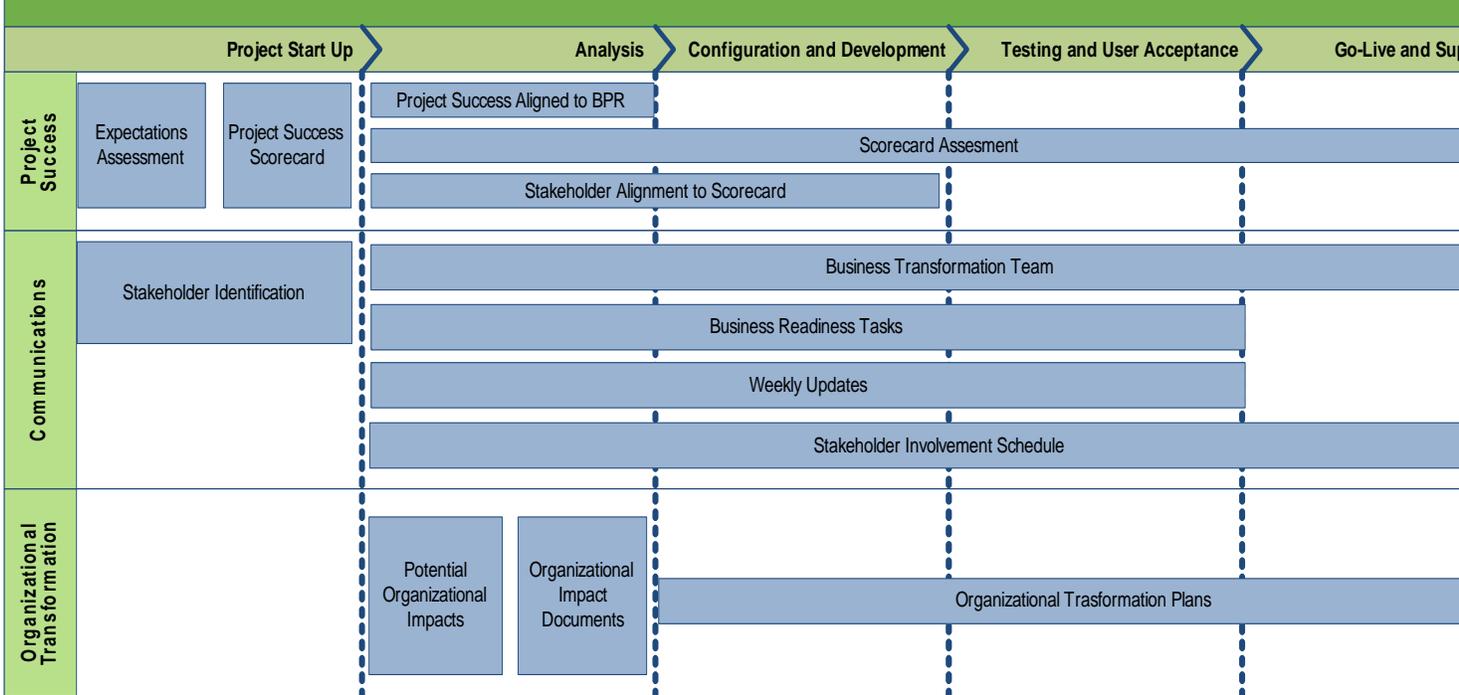
EP²M will develop and administer business process, organizational change management, and communications management activities through continuous interaction with the project's key stakeholders. We believe that this hands-on, facilitative approach is critical to a successful implementation optimizing people, process, and technology.

The business process, organizational change management and communications management approach directly correlates to the five phases of implementation:

- Phase I Project Start Up
- Phase II Analysis
- Phase III Configuration and Development
- Phase IV Testing and User Acceptance
- Phase V Go-Live and Support

There are three work streams that run across all five phases of the implementation methodology: Project Success, Communications, and Organizational Transformation.

Organizational Change and Communications Management Aligned to Implementation Methodology



Phase I – Project Start Up

Phase I of the organizational change and communications management effort will focus on the Project Success and Communications work streams.

Activities in the Project Success work stream include:

- **Expectations Assessment Interviews:** Conduct one-on-one interviews with a representative sample of stakeholders to understand their expectations regarding the outcome of the implementation project effort, their involvement in the effort, and their perceptions of the business drivers for the project.
 - This step is the foundation for building relationships with stakeholders;
- **Expectations Analysis:** Compile findings to determine the extent to which expectations are aligned both within and between groups
- **Reconcile and Operationalize Project Success:** “Success” is commonly used in implementations, but the word is often understood or defined differently by key stakeholders.
- **Project Success Scorecard:** The Scorecard illustrated “the” definition for success of the implementation project. This involves identifying those expectations that support the business drivers for the project. The scorecard outlines the 3 to 6 success criteria for the project, how each criteria will be evaluated, the data and measurements that will be used to assess each criteria, and the time periods at which each criteria will be evaluated.
 - The Project Success Scorecard is a device that will help stakeholders understand what is and isn’t included in the project; the desired outcome of the business process re-engineering effort, manage expectations, and provide a mechanism to identify and mitigate risks to the organization’s adoption and utilization of the new software solution.

The Communications work stream includes the following activities:

- **Stakeholder Identification:** This includes identifying steering committee members, project sponsors, project champions, business process owners, department managers, supervisors, and key users that will be impacted by or involved in this project.
 - This is the first activity in the Communications work stream. This activity needs to be concluded before the Expectations Assessment Interviews can be conducted and the Communications Infrastructure can be developed.
 - Communicating “the” definition of success and utilizing the Project Success Scorecard, is a major element of managing stakeholder expectations.

Phase II – Analysis

Phase II of the organizational change and communications management effort includes activities in each of the three work streams, Project Success, Communications, and Organizational Transformation.

The Project Success activities include:

- **Business Process Change Identification and Documentation:** During the Analysis Workshops, identify and document business process changes that result from the detailed alignment of CC&B best practice processes.
- **Project Success Criteria Alignment to Business Process Change:** The organizational change management lead works with users/stakeholders to understand the organizational impacts associated with the To Be process designs. This activity also involves helping the functional leads and users understand how the To Be designs support the success criteria. This also involves notifying the project manager when the business process re-engineering effort veers away from the project success criteria.
- **Scorecard Assessment:** Assess progress toward Scorecard success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system. Meet with project manager and key stakeholders to review risk and mitigation on a regular basis throughout the project.
- **Stakeholder Alignment to Scorecard:** Work with stakeholder groups as needed to build alignment to Project Success Scorecard.

The Communications activities include:

- **Business Transformation Team:** Establish the Business Transformation Team to serve as points of contact for communication with departments, serve as points of contact for Business Readiness Tasks, and serve as liaisons between the project team and the business units.
- **Business Readiness Tasks:** Just as the project team is guided by tasks and due dates, the user community is guided by the Business Readiness Tasks. These are the tasks that the users must complete in order for the project implementation team to design and build a system that accurately meets their needs. These tasks range from providing names of users who perform specific functions to filling out forms to reviewing process designs for accuracy. This activity involves working with the functional team leads to develop the list of tasks. This activity also includes designing the process for tracking and reporting the status of Business Readiness Tasks.
- **Weekly Updates:** Formalize the process for implementing the weekly updates program outlining each Business Readiness Task beginning a particular week, describing the information needed/required activity, timeframe, importance of information/activity, instructions needed to complete task.
- **Stakeholder Involvement Schedule:** Develop a monthly schedule of all project meetings and activities outlining the preparation required and the required participants. This also involves working with the implementation team members to ensure that participants are provided with instructions in a timely manner.
- **Communications Schedule:** Develop the high level communications calendar outlining the communications activities for each stakeholder group (including both internal and external stakeholders). A critical element in enabling the organizational transformation is the communication of simple, straightforward messages tailored and targeted to each stakeholder group throughout the entire project. Communication supports the learning process by providing affected employees with contextual information about what is changing, when those change will occur, and what they will experience as part of the



change process. This will take place in conjunction with the Organizational Impact Analysis and Organizational Impact Plans.

The Organizational Transformation activities include:

- **Potential Organizational Impacts:** This is an iterative process to work with functional leads to identify potential organizational impacts associated with To Be processes. This mitigates the risk of designing To Be processes that don't work with the non-negotiable system, structures, or regulations. The organizational impacts include:
 - Policies, procedures, statutes, ordinances, agreements
 - Level of authority, level of responsibility
 - Job descriptions
 - Organizational structure
 - Processes outside of/around the system
 - Equipment, systems
 - Communication within or between business units
- **Organizational Impact Documents:** Once the To Be processes are documented and immediately before they are finalized, the Organizational Impact Documents are developed. The findings of the Organizational Documents determine the magnitude of the organizational transformation activities needed to support the system implementation project. The content of the OIDs is utilized to help users understand the changes that will occur related to both the system and the organization.

This is an iterative, facilitative process that involves working with the functional leads, business process owners, and key users to identify the organizational revisions that need to be made in order to adopt and utilize the new system. The impacts will be documented for each module in the following areas:

- Policies, procedures, statutes, ordinances, agreements
- Level of authority, level of responsibility
- Job descriptions
- Organizational structure
- Processes outside of/around the system
- Equipment, systems

Phase III – Configuration & Development

Phase III of the organizational change and communications management effort includes activities in each of the three work streams, Project Success, Communications, and Organizational Transformation.

The Project Success activities include:

- **Scorecard Assessment:** This involves continual assessment and reporting of both the project's and organization's progress toward Scorecard success indicators and measures. This activity also involves discussions with project management regarding

potential risks and mitigation related to the organization's adoption and utilization of the system.

- **Stakeholder Alignment to Scorecard:** Work with stakeholder groups as needed to build alignment to Project Success Scorecard.
- **Business Process Change - Training Material and Test Plan Integration:** Integrate business process changes into the role based training materials and test scenarios.

The Communications activities include:

- **Business Transformation Team:** Plan and facilitate the Business Transformation Team (or smaller segments of the team) meetings focused on discussing organizational revisions, user involvement, preparation for upcoming project activities, or process demonstrations.
- **Business Readiness Tasks:** Implement the process for tracking and reporting.
- **Weekly Updates:** Work with functional leads to ensure weekly update forms are completed. Work with project administration to implement the process for compiling and sending out weekly updates. Work with functional leads to implement the intervention and tracking processes.
- **Stakeholder Involvement Schedule:** Communicate schedule to users, so they can plan workload and schedules.

The Organizational Transformation activities include:

- **Organizational Transformation Plans:** This activity builds on the Organizational Impact Documents developed in the previous phase. This is an iterative process involving department directors, business process owners and key users forming working groups to make required organizational revisions. The organizational change lead will facilitate the groups, provide guidance, develop the schedule, and provide status on the transformation plans.

Phase IV – Testing and Acceptance

Phase IV of the organizational change and communications management effort builds upon the previous activities in each of the three work streams, Project Success, Communications, and Organizational Transformation. The activities include:

The Project Success activities include:

- **Scorecard Assessment:** The assessment will form the development of cut over plans. This involves continual assessment and reporting of both the project and organization's progress toward Scorecard success indicators and measures. This activity also involves discussions with project management regarding potential risks and mitigation related to the organization's adoption and utilization of the system.

- **Business Process Change – Testing and Training Program Support:** Support testing and training activities to ensure business processes are thoroughly understood and properly used.

The Communications activities include:

- **Business Transformation Team:** Plan and facilitate the Business Transformation Team (or smaller segments of the team) meetings focused on discussing organizational revisions, user involvement, preparation for upcoming testing, training, and cutover activities.
- **Business Readiness Tasks:** Implement the process for tracking and reporting.
- **Weekly Updates:** Continue to implement the weekly update process.
- **Stakeholder Involvement Schedule:** Communicate schedule to users, so they can plan workload and schedules. Ensure that stakeholders are committed to participate in testing and training activities for specific dates and timeframes.

The Organizational Transformation activities include:

- **Organizational Transformation Plans:** The organizational change lead will facilitate the groups, provide guidance, develop the schedule, and provide status on the transformation plans. During this phase, the focus is on completing the required organizational revisions by the target completion dates.

Phase V – Go-Live and Support

Phase V of the organizational change and communications management effort builds upon the previous activities in each of the three work streams, Project Success, Communications, and Organizational Transformation. The activities include:

The Project Success activities include:

- **Scorecard Assessment:** The assessment will be conducted at specified post deployment intervals.
- **Business Process Change – Immediate Post Go-live Support:** Ensure business process changes are effectively used by supporting end users during the Go-Live event and for the weeks immediately following.

The Communications activities include:

- **Business Transformation Team:** Work with Business Transformation Team to ensure that cutover help processes are being followed. Work with user community to address post go live issues in the following categories: system in not working in accordance with work instructions/desk procedures, users experiencing problems because they are not following work instructions/desk procedures, and business process isn't working as designed and needs to be adjusted. Serve as liaison between project team and user community.
- **Stakeholder Involvement Schedule:** Communicate schedule to users, so they understand their schedule for post go live support sessions.

The Organizational Transformation activities include:

- **Organizational Transformation Plans:** Work with business process owners and managers to ensure that organizational revisions are completed. Make adjustments where needed.

TAB 7 APPENDIX G: CC&B STATEMENT OF WORK

Statement of Work #1 For Oracle Utilities Customer Care and Billing

For City of Long Beach, CA



DRAFT

Presented By



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Date: March 25, 2011

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1 INTRODUCTION

This Statement of Work (“Statement of Work” or “SOW”) is entered into as of MONTH XX, 2011 (“Statement of Work Effective Date”) between EP²M, LLC (“EP²M”) and City of Long Beach, CA (CLB) and is part of and subject to the terms of the Master Services Contract dated MONTH XX, 2011 between EP²M and CLB (“Agreement”). Capitalized terms used and not otherwise defined herein shall have the meaning ascribed to them in the Agreement.

1.1 Overview

The City of Long Beach, CA is looking to replace their legacy Utility Billing System with Oracle’s CC&B product. CLB’s objective is to implement a CIS application that provides advanced options for calculating customer bills that can incorporate conservation incentives, provide electronic billing, and customer self-service capabilities and other advanced functions and features. CLB serves a customer base of 152,000 gas customers, 89,300 water customers, 122,700 refuse customers and 87,900 sewer customers.

This Statement of Work describes the Project tasks, activities, deliverables, roles and responsibilities for the implementation of CC&B.

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective Implementation of Oracle’s CC&B version 2.x. The project will use Oracle’s Utility Reference Model (URMs) as well as EP²M’s CC&B implementation experience as a foundation for establishing best practice business processes and minimizing CC&B product extensions. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB’s business processes to align with best practices inherent in the product workflow.

2 PROJECT ORGANIZATION

Working with CLB, EP²M seeks to establish a strong organizational structure with clear roles and open lines of communication. We recommend an organization centered on the following key elements: Executive Sponsor(s), Steering Committee, CLB Project Manager and Focus Groups.

2.1 Roles

The **CLB Executive Sponsor** is the CLB representative who is the key stakeholder in the project and is most concerned with its success. His or her position should be senior enough to have control and influence over all of the business process areas being impacted by the implementation of the Customer Care and Billing System. His or her role is to resolve conflict between departments, remove barriers to implementation and keep the CLB side of the organization focused on the Critical Success Factors.

The **Project Steering Committee** is the management group responsible for making policy decisions. Members meet on a regular basis to review the progress of the implementation and to ensure that any policy decisions which affect the progress of the project are resolved in a timely manner. The Project Steering Committee typically has four to seven members. The EP²M Executive Sponsor and the EP²M Project Manager are members of this committee.

The **CLB Project Manager** is responsible for the management of CLB's activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW. The CLB Project Manager will maintain communication between the parties, manage the CLB team members, and coordinate CLB activities with the EP²M Project Manager. The CLB Project Manager will ensure that the Focus Groups are properly staffed, and will monitor their progress.

The **EP²M Project Manager** is responsible for the management of the project, EP²M's Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW. The EP²M Project Manager will also coordinate and assist the CLB Project Manager in management of the CLB activities, tasks and responsibilities that are outlined in this SOW.

The **CLB Core Team** is a cross-section of individuals who can represent the core CLB business and technical functions and processes across the enterprise. The CLB Core Team is empowered to identify and implement industry best practices for customer care and billing subject to organizational constraints. The Core Team's knowledge of the business and technical functions and processes is expected to be augmented by part-time Subject Matter Experts (SMEs). The size of the Core Team and number of SMEs that are needed will be dependent on how well the business and technical processes are understood and can be adequately represented by the team.

2.2 Responsibilities

Within the project organization, certain individuals and groups have specific responsibilities, as follows:

CLB Steering Committee:

- Supplies the overall project objective.
- Makes policy decisions or policy recommendations to the executive sponsor.
- Establishes priorities for the project.
- Controls project budgets and is responsible for initiating/approving change orders.
- Reviews the progress of the project at milestone dates and other reporting intervals.
- Provides sign off at each project's milestone.
- Makes procedural decisions as they relate to the changes that are introduced.
- Accepts the system.

CLB Project Manager:

- Responsible for the implementation of the Customer Care and Billing project with strong support from the EP²M Project Manager.
- Controls and Manages the issues raised, ensuring the issues raised by individual Focus Groups are referred to the appropriate group or party for resolution; facilitates rapid decision making.
- Oversees the activities of CLB staff to ensure they are meeting deliverables and schedules.
- Responsible for acceptance and sign off on project deliverables.

Core Team and SMEs:

- Meet regularly during the Analysis Phase to determine how to best use the system to meet the requirements in a particular area.
- Determine which features/functions of the CIS products will be implemented.
- Identify the procedural and policy changes that are needed.
- Suggest alternative approaches to the issues that arise.
- Document issues as they arise.

Technical Core Team and SMEs:

- Provides hardware/software/networking "platform".

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- Conducts platform testing and acceptance.
 - Provides system administration and housekeeping during project.
 - Develops and documents system procedures.
 - Creates and executes data conversion plan and interface plan.
 - Assists at cutover.
 - May provide training and orientation resources.

3 PROJECT REPORTING

In order to maintain project control, EP²M provides several reporting forms so that all changes, decisions, or issues are properly recorded and tracked.

3.1 Communication Documents Standards

Issues, Risks and Action Items are identified throughout the implementation process to track all areas of concern raised by CLB or EP²M. The EP²M and CLB Project Managers will review them on a weekly basis. The fact finding documents, as well as reports at the end of each project phase, will summarize all these items and their resolution or status.

The items are maintained by both companies throughout the project for anything that requires some sort of action or resolution. The format for capturing these items is agreed to by both companies at the start of the project. These items are used throughout the project as the tracking mechanism for all items that require resolution. This includes not only software or enhancement issues but also scheduling issues, policy/procedure items and any other activity or decision that will affect completion of the project. All the issues raised will not be resolved at any given time. However, they provide a mechanism to ensure that any items outstanding at the end of any phase or at the end of the project have been assigned to someone for follow up.

The **Project Change Order (CO)** is used to track changes to the project in the nature of deliverables, schedules and resources. Both EP²M and CLB must agree upon any CO's before being acted upon. The Change Order Procedure and Form is described in Appendix E.

3.2 Reporting Standards

EP²M will provide weekly and monthly project updates throughout the project. The project reports will be submitted to the Steering Committee for review several days before their meeting. The reports will include:

- Progress to Date, outlining the current status of the project including an overall description of the degree to which the project schedules, budgets, and quality targets are being met.
- Work Accomplished since Last Report, outlining a summary of the tasks completed and activities performed during the reporting period.
- Work planned for the Next Report, outlining the tasks and activities that are planned during the next period.
- Problems Encountered, providing an explanation of problems that may affect the ability of CLB to meet the project schedule, budget, or quality targets. This will include a discussion of the efforts which are recommended or which are being taken to correct the identified situations.

4 STATEMENT OF WORK – CC&B IMPLEMENTATION

4.1 Project Objective

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective Implementation of Oracle's CC&B version 2.x. The project will use Oracle's Utility Reference Model (URMs) as well as EP²M's CC&B implementation experience as a foundation for establishing best practice business processes and minimizing CC&B product extensions. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB's business processes to align with best practices inherent in the product workflow.

4.2 Detailed "Statement of Work"

The scope of work to be performed by EP²M and CLB is described in this Statement of Work. In the tables depicting roles and responsibilities, **R** identifies the party responsible for management and implementation of the work; **P** identifies the party providing assistance. Assistance can include mentoring and knowledge transfer of both skills and particular information.

EP²M will begin to perform the Services described in this Statement of Work at a mutually agreed upon date following the execution of the Agreement and this SOW by both parties and shall complete the Services defined in this SOW as according to the schedule in Appendix A - Project Schedule, subject to the terms of this SOW, any amendments of this SOW and any approved Change Requests. The detailed description of services that follows is broken down by the following implementation phases:

Phase 1: **Start-up and Discovery**

Phase 2: **Analysis**

Phase 3: **Development**

Phase 4: **Testing and Acceptance**

Phase 5: **Go-Live**

Phase 6: **Post Go-Live Support**

Due to their nature, Project Management, Knowledge Transfer, Training and Technology Support functions are performed over the duration of the project and therefore are listed separately.

4.3 Project Management

EP²M will provide project management services to coordinate and manage the activities, tasks and responsibilities under the contract. EP²M will also coordinate and assist the CLB Project

Manager in management of CLB activities, tasks, and responsibilities that are outlined in this SOW. Project Management Services include:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for the management of the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW. The Project Manager will also coordinate and assist the CLB Project Manager in management of the CLB activities, tasks, and responsibilities outlined in this SOW.
- A part time project analyst, under the direction of the EP²M Project Manager assists with Project Management Office duties.

CLB will provide the following project management services:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for the management of CLB’s activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW. The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	EP ² M Project Management	<p>The EP²M Project Manager is responsible for the management of the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW.</p> <p>The EP²M Project Manager will also coordinate and assist the CLB Project Manager in management of CLB activities, tasks and responsibilities that are outlined in this SOW.</p>	R	P

	Activity	Description	Responsibility	
			EP²M	CLB
2	CLB Project Management	<p>The CLB Project Manager is responsible for the management of CLB’s activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW.</p> <p>The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.</p>	P	R
3	Project Management Plans	<p>The EP²M and CLB Project Managers are jointly responsible for their respective roles in the management of the following project management plans:</p> <ul style="list-style-type: none"> • Risk Management • Issue Management • Change Order Management • Quality Management • Time (Schedule) Management • Resource Management • Cost Management • Communication Management 	R	R

	Activity	Description	Responsibility	
			EP ² M	CLB
4	Project Status and Reporting	<p>The EP²M Project Manager is responsible for the management of the updated Monthly deliverables below:</p> <ul style="list-style-type: none"> • Project Schedule • Risk Register • Issue Register • Project Dashboard <p>The CLB Project Manager provides assistance to the EP²M Project Manager. Both EP²M and CLB Project Managers contribute the content for the deliverables on a weekly basis.</p> <p>Weekly Project Status Meetings/Calls.</p> <p>Attend Executive and/or Steering Committee meetings.</p>	R	R
5	Project/Financial Management	<p>Both EP²M and CLB Project/Financial Managers are responsible for the management of the items listed below, as they pertain to their organizations and team members.</p> <ul style="list-style-type: none"> • Invoices and Payment processing • Time capture and Estimated Time to Complete (ETC) values • Vacation planning 	R	R

4.3.1 Project Management Controls and Tools

The following lists the Project Management Controls and respective tools that will be used.

Control	Tool
Project Schedule Management	MS Project 2007, Regular updates and reforecasting
Issue Management	Single Issue Register, Weekly reviews
Risk Management	Risk Register, Risk Mitigation Plan
Quality Management	Project QA's, Peer review of deliverables
Scope Management	SOW, Contract, Change Order Procedure
Performance Reporting	Monthly Report to Steering Committee

Control	Tool
Resource Management	Weekly status, Staffing Plan
IT Configuration Management	Environment Management Plan
Status Management	Weekly and Monthly Status updates
Documentation Management	SharePoint or Centralized Shared Drive with VPN.

4.3.1.1 Project Quality

Regular project quality reviews are essential to keeping the project on track. The purpose of a project quality review is to have an experienced senior member of the EP²M professional services team, who is not involved in the project being reviewed, conduct a quality assurance process on the project, looking for ways that the project might improve, and to help ensure the success of the project. The review includes interviews with CLB and EP²M staff on the project and a review of project documentation. The focus of the review is on the general health of the project leading into the next Phase of the project. The deliverable is a Quality Review report which documents the health of the project and may include recommendations for improvement to help ensure deployment within the target window and the overall success of the project.

There are three project quality reviews planned. The first project quality review is planned near the end of Analysis Phase to insure the project is ready for the Configuration and Development phase. The second project quality review is planned near the end of Configuration and Development Phase to insure the project is ready for the Testing and Acceptance phase. The third project quality review is planned near the end of the Testing and Acceptance phase to insure the project is ready for the Go-Live Phase.

4.4 Knowledge Transfer

Knowledge Transfer is an integral part of the whole Project, with technical, system, procedural and methodology skills and information being passed to CLB team members at every step of the Project. In addition to the formal Training listed below, there is on-the-job training during every phase of the Project, through collaboration and mentoring between the EP²M team and CLB team.

	Activity	Description	Responsibility	
			EP ² M	CLB
1.	Methodology Training	EP ² M will train and mentor CLB team members in the following activities: <ul style="list-style-type: none"> • Methodology and techniques for Project Management • Methodology and techniques for Product Implementation 	R	P
2.	Product Training	EP ² M will conduct formal training on Oracle CC&B as defined in section 4.5.	R	P
3.	Methodology and Product Mentoring	EP ² M will mentor during all project phases by working side by side with CLB staff.	R	P
4.	Post Implementation Product Mentoring	This will occur between EP ² M and CLB via a standard managed services agreement.	R	P

4.5 Project Training

4.5.1 Activities

EP²M will conduct a Training Requirements Assessment during the Analysis Phase. EP²M works with CLB to analyze resources, define end-user roles, plan course customization, and create a time-line for all end-user training activities. The deliverable is the End-User Training Plan.

EP²M will provide a baseline set of End-User training materials, and will support configuring the materials to reflect the specific implementation of CC&B.

The amount of additional training material configuration will depend on the results of the Functional Workshops and the Training Strategy and Needs Assessment.

The baseline training materials provided by EP²M will include:

- Training Guides
- Review Questions & Lab Exercise Scenarios
- Soft copy for CLB future modifications and continuing use

4.5.2 Classes

EP²M will conduct the following formal training classes during the course of the Project, at the times specified in the Project Schedule. CLB team members and SMEs will be responsible for attending the classes as assigned.

Class
Project Team Training
CC&B Orientation
CC&B Functional Implementation Training
End User Training Topics
Introduction to CC&B
The "V" Notebooks
Start/Stop Services
Service Agreement
Premise
Service Point
Customer Maintenance / Customer Contacts
To-do's
Meter Reading

Meter Management
Field Activities
Financial Transactions
Adjustments
Billing
Rates Overview
Payments & Cashiering
Credit & Collections Overview & Management
<i>Refresher Training prior to Go-Live</i>

4.5.3 Assumptions

1	End User Training will be role based.
2	Class size will be limited to no more than 15 students to ensure an effective student to instructor ratio.
3	For scope purposes, End User Training is budgeted at 300 hours.
4	The number of sessions will be clarified and confirmed after the Training Plan and Needs Assessment deliverable is completed. Any additional sessions or revisions that would increase the scope of the End User Training effort will be handled using the SOW Change Order Procedure.
5	CLB will be responsible for the printing of all training materials.

4.6 Technical Support

EP²M will provide full time technical support for the project.

The technical support responsibilities include:

1. CC&B Installation
2. CC&B Software version control (e.g. code delivery, patches, upgrades)
3. CC&B Environment Management (e.g. development, testing, training, production)
4. Implementation of CC&B batch schedule consistent with existing CLB IT operational practices
5. CC&B Backup procedures consistent with existing CLB IT operational practices
6. CC&B Performance tuning

4.7 Conversion

CLB will assist EP²M with the data conversion from the Legacy CIS application. The content of the data conversions will be finalized during the Analysis Phase of the project and documented in the Conversion Plan document.

4.7.1 Balance Forward vs. Historical Approach

A “balance forward” conversion normally pertains to current financial data only (i.e. one to two months of bills, payments and adjustments). It typically requires the legacy system data to be readily available for an extended period after go-live, which may have its own cost implications in terms of software licensing and hardware maintenance, and/or migration of the legacy data to a new storage system with development and testing of query routines to access specific data.

The complexity of a “historical” conversion is usually in the area of financial data. It can become a challenge if cancel/re-bill is mandatory as this requires mapping of all billing and other financial transactions down to GL account level, thereby adding complexity to the data extract, translate and transformation logic. This can add risk to the conversion development effort and the conversion process overall since it is not until testing will the data variations and anomalies surface.

Regardless of whether a “balance forward” or “historical” conversion approach is taken, typically at least 13 months of meter reads (used on bills) are converted as well as billed consumption. This is needed to make use of the many of the features of CC&B (estimation, budget calculation, historical demand). The effort to convert additional months is only a concern if the data volumes are prohibitive since the complexity remains the same whether its 2 months or 24 months. It is also necessary to convert installation meter reads for ALL meters currently installed and removal meter reads for any disconnects that took place within the historical period.

EP²M’s overall methodology described above does not change based on the “balance forward” or “historical” approach. However, additional time may be required during the Analysis Phase (mapping) and Configuration and Development Phase (conversion development) to allow for the complexity of a “historical” conversion. The amount of time required during Testing and Acceptance is generally the same, although less risk is introduced with a “balance forward” approach.

4.7.2 Assumptions:

1	Conversion scope for this project will be an “Historical” approach to Financial History, generally this will be 24 months, but in some cases it will be 24 instances depending on the data element. Other historical data from the Legacy CIS system will need to be determined by data type, based on regulatory requirement and/or business need.
2	CLB will provide staff knowledgeable of the Legacy CIS system to provide information about data content to EP²M staff. EP²M will facilitate the data mapping and analysis activities that result in documentation of Data Mapping, Transformation, and specification documents. EP²M and CLB will cooperatively produce draft specifications.
3	CLB, with assistance from EP²M, shall design any transformation and load routines required to change, aggregate, separate, modify, or convert data to create any required default values that cannot be achieved using a tool.
4	CLB will code or develop any unique programs that may be required to extract data from the Legacy CIS System into the agreed upon flat file format.
5	In accordance with the Conversion Plan for each Conversion test, CLB will review and verify a statistical sampling of converted data following conversion of a subset and full set of data, as well as balancing reports and totals provided by EP²M as part of the conversion testing process.
6	CLB is responsible for any manual conversion of data that may be required for unique situations that cannot be converted electronically. EP²M will provide assistance as requested.
7	Only data for which there are existing data elements in CC&B can be converted. EP²M will, wherever feasible, make use of characteristics and other user defined data elements available in CC&B to hold CLB data that does not convert directly to base data elements.
8	CLB is responsible for all Data Cleansing. EP²M will advise.
9	The conversion tool or CC&B’s Conversion processes will provide exception reports from data load testing. Additional exception reports that may be required are not within the scope of this SOW.
10	CLB and EP²M will work together to define a set of conversion controls during the development of the Conversion Plan. CLB is responsible for data reconciliation between the Legacy CIS (source) System and the extract flat files that feed into the planned CC&B data conversion process.
11	EP²M and CLB will conduct at least three (3) Mock Conversions of full production data to test the conversion process itself and clarify the integrity of the data conversion. CLB will review the results of the Mock Conversions.

4.8 Phase 1: Start-up and Discovery

The Start-up and Discovery Phase is designed to provide the roadmap for the Project, align CLB's and EP²M's knowledge, set up initial plans, and commence training in preparation for the Analysis Phase. It is critically important that CLB ensures the infrastructure is in place for the project. This phase also provides an opportunity for EP²M and CLB to perform a high level review of the Oracle Customer Care and Billing system and CLB's business practices and systems environment, in order to validate the scope of the Project.

This phase results in a Discovery Report to CLB detailing the basis for the Project as well as the schedule for the subsequent Analysis phase.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Project Kick-Off & Meeting	Jointly present the overall project roadmap, methodology, major activities, and deliverables. Introduce the project team, align goals and set expectations.	R	R
2	Discovery Workshop Questionnaire	EP ² M provides CLB a Discovery Workshop Questionnaire. CLB completes the Discovery Questionnaire.	P	R
3	CC&B Orientation Training	EP ² M will provide 2-3 days of CC&B Orientation training to the CLB Core Team and selected SME's as required. Attended by CLB, class size not to exceed 15.	R	P
4	Discovery Workshop Agenda	EP ² M provides CLB with a Discovery Workshop Agenda. CLB publishes the agenda and arranges for workspace.	R	P
5	Discovery Workshops	EP ² M facilitates workshops to enable the project scope and schedule to be defined in greater detail. CLB project team members and SMEs attend as needed	R	P
6	Project Planning Sessions	EP ² M facilitates planning sessions on project scope, schedule, resource, risk, quality and performance reporting.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
7	Hardware, Software and Environment infrastructure support Plan	CLB creates a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure and configuration needed to support the project.	P	R
8	Product Installation	EP ² M performs product installation and verifies the product is installed and the environment is ready for use in the Analysis phase. CLB participates in the verification.	R	P
9	Expectations Assessment Interviews	Conduct one-on-one interviews with a representative sample of stakeholders to understand their expectations regarding the outcome of the implementation project effort, their involvement in the effort, and their perceptions of the business drivers for the project	R	P
10	Expectations Analysis	Compile findings to determine the extent to which expectations are aligned both within and between groups	R	P
11	Reconcile and Operationalize Project Success	Reconcile CLB's stakeholders definitions of success and facilitate and document common understanding	R	P
12	Project Success Scorecard	Identifying those expectations that support the business drivers for the project. The scorecard outlines the 3 to 6 success criteria for the project, how each criteria will be evaluated, the data and measurements that will be used to assess each criteria, and the time periods at which each criteria will be evaluated	R	P
13	Stakeholder Identification	Includes identifying steering committee members, project sponsors, project champions, business process owners, department managers, supervisors, and key users that will be impacted by or involved in this project	R	P
14	Analysis Phase Agenda	Based on the results of the Discovery Workshops, a detailed agenda for the Analysis Workshops is created.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
15	Refine Project Schedule	EP2M and CLB will draft the initial Project Schedule with all EP2M project activities. The work tasks and deliverables identified in this SOW will be included in the initial EP2M Project Schedule, and will be refined in this phase. CLB will contribute to the development of the schedule.	R	R
16	Approval to proceed to Analysis Phase	EP ² M and CLB meet with the Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.8.1 Assumptions:

1	Customer Care and Billing License Agreement executed with Oracle, Master Professional Services Agreement, Statement of Work, and Non-Disclosure Agreement have been executed with EP2M.
2	Initial Project core team identified for both EP2M and CLB.
3	Facilities and equipment have been procured and set up including access to Internet and VPN.
4	CLB staff and other resources will be provided within the time frame required for the workshops and planning sessions.
5	Discovery Questionnaire is completed by CLB and returned to EP2M at least one week prior to the Project Kick-Off Meeting and start of the Discovery Workshops

4.8.2 Phase 1: Start-up and Discovery Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Project Kick-Off & Meeting	Meeting	CLB confirms all agenda items discussed.	P	R
2	Discovery Report	Electronic	CLB and EP ² M review and confirm contents and the High Level scope is agreed upon.	R	P
3	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
4	Analysis Phase Workshop Agenda	Electronic	CLB and EP²M review and confirm contents.	R	P
5	Project Organization	Electronic	CLB and EP²M review and confirm team members.	R	P
6	Hardware, Software and Environment infrastructure support Plan	Electronic	CLB confirms the plan is complete with sufficient detail.		R
7	Product Installation	Software & Access	CLB confirms the product is installed and access is available.		R
8	CC&B Orientation Training	Training	CLB confirms Training was completed satisfactorily.		R
9	Expectations Assessment Interviews	Process	CLB confirms Interviews were completed.		R
10	Expectations Analysis	Electronic	CLB reviews documented findings of expectation alignment		R
11	Reconcile and Operationalize Project Success	Electronic	CLB reviews reconciliation of stakeholders definition of success		R
12	Project Success Scorecard	Electronic	CLB reviews Project Success Scorecard		R
13	Stakeholder Identification	Process	CLB concurs with list of stakeholders		R
14	Acceptance Certificate –Start-up and Discovery Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to Analysis Phase.	P	R

4.9 Phase 2: Analysis

A series of workshops form the core of the Analysis Phase. These workshops require participation by CLB's Core Team and Subject Matter Experts (SME's). The EP²M team is responsible to document decisions and action items that arise during the workshops.

Analysis allows a cross section of the SME's to explore, in detail, the set up and use of the Customer Care & Billing product at their site. Groups of SME's are organized along functional lines and work together to determine the subsystem set-up assumptions, functional capabilities, and resource requirements for the successful completion of the Project.

During workshops, the Core Team and SMEs examine business processes through the use of URMs supported by the software to determine all CLB mandatory requirements. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB's business processes to align with best practices inherent in the product workflow.

These requirements might relate to the software itself, to a present policy or procedure, or to the actual implementation process. The Analysis Report will contain a complete summarized list of all issues raised and their resolution and status at the completion of the Analysis phase.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Presentation of CC&B Functional Implementation Training – Core Team and SME's as required	EP ² M will provide 10 days of functional training for CLB Core Team and SME's as required. In addition to the functionality training EP ² M will provide specific functional training as part the functional workshops.	R	P
2	Attend CC&B Functional Implementation Training - Core Team and SME's as required.	Attended by CLB. Class size not to exceed 15.		R
3	Functional Workshops	EP ² M facilitates workshops on functional topics.	R	
4	Attend Functional Workshops	Attended by core team and SME's as needed.		R
5	Workshop Preparation and follow-up - EP ² M	Prepare workshop materials, and research and document follow-up items from the workshops.	R	

	Activity	Description	Responsibility	
			EP²M	CLB
6	Workshop Preparation and follow-up - CLB	Provide/prepare existing business process workshop materials and research and document follow-up items from the workshops.	P	R
7	Decision Sheets	EP²M creates Decision Sheets for each gap raised during Analysis and provides alternative approaches with input from CLB. EP²M and CLB draft the business process changes of any approaches. CLB identifies the desired solution and approves the solution for implementation.	R	R
8	Configuration Worksheet	As part of the Analysis sessions EP²M provides a configuration document Excel template that is used to capture the CLB's configuration tables. During these sessions the configuration options are explained and the initial known configuration is entered by EP²M.	R	P
9	Configuration Rationale Documents	As part of the Analysis sessions, EP²M provides a configuration rationale template that allows for the capture of set-up rationale, assumptions, data source(s) and impacts on other tables. CLB is responsible for the documenting Configuration Rationale and EP²M will assist CLB.	P	R
10	Write Analysis Report	EP²M writes a Analysis Report.	R	P
11	Review and Approve Analysis Report	EP²M leads a review and approval session for the Analysis Report.	P	R
12	Interface Workshops	EP²M facilitates workshops on interface topics, held in parallel with the Functional Analysis Workshops.	R	P
13	Attend Interface Workshops	Attended by core team and SME's as needed.		R

	Activity	Description	Responsibility	
			EP ² M	CLB
14	Create Interface Strategy Document(s)	EP ² M with the assistance of the CLB will produce an Interface Strategy Document(s) with a description of the required interfaces, specifications and roles and responsibilities of each party for the interfaces identified in Appendix B Interface Specifications.	R	P
15	Review and Approve Interface Strategy Document(s)	EP ² M leads a review and approval session for the Interface Strategy Document(s).	P	R
16	Master Test Plan Document	EP ² M will provide a Master Test Plan template document that includes objectives, approach, phases, deliverables, defect management process, assumptions and both staffing and environment requirements. CLB, with assistance from EP ² M will modify the template to meet CLB's specific Testing strategy and approach.	R	R
17	Draft Data Conversion Plan	EP ² M and CLB will produce a data conversion plan document that will document the objectives, strategy, assumptions, statistics, architecture, team roles, responsibilities, activities and schedule.	R	R
18	Data Conversion Mapping and Specification	Centerprise Data Integrator may be used to the greatest extent possible and will house the mapping, translation and transformation rules. However, if any custom development is required for extraction of Legacy CIS data, then CLB is responsible for design, development and unit testing. EP ² M will provide CC&B Conversion knowledge and support.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
19	Data Conversion	<p>EP²M is responsible for facilitating data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities.</p> <p>CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.</p>	R	R
20	Draft Interface Schedule	EP ² M and CLB develop a schedule for building and implementing the interfaces identified in Appendix B Interfaces.	R	R
21	Draft Training Plan and Needs Assessment	EP ² M develops a Training Strategy to address CLB's Training Requirements.	R	P
22	Draft Reporting Strategy	CLB develops a Reports Plan to address Reporting requirements.	P	R
23	Draft Deployment-Cutover Plan	<p>EP²M provides a Draft Deployment – Cutover Plan document to be used in subsequent phases.</p> <p>CLB contributes to the initial tailoring of this document for CLB specific cutover activities and tasks.</p>	R	P
24	Application Configuration Strategy and Maintenance	<p>EP²M will produce a strategy to complete and maintain the configuration tables.</p> <p>EP²M will define and update remaining configuration tables.</p>	R	P
25	Quality Review #1	EP ² M will conduct Quality Review #1 to ensure project is ready to move on to next phase	R	P
26	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project development and training environments.		R
27	Business Process Change Identification and Documentation	During the Analysis Workshops, identify and document business process changes that result from the detailed alignment of CC&B best practice processes	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
28	Project Success Criteria Alignment to Business Process Change	The organizational change management lead works with users/stakeholders to understand the organizational impacts associated with the To Be process documentation	R	P
29	Scorecard Assessment	Assess progress toward Scorecard success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	R	P
30	Stakeholder Alignment to Scorecard	Work with stakeholder groups as needed to build alignment to Project Success Scorecard	R	P
31	Business Transformation Team	Establish the Business Transformation Team to serve as points of contact for communication with departments, serve as points of contact for Business Readiness Tasks, and serve as liaisons between the project team and the business units	R	P
32	Business Readiness Tasks	This activity involves working with the functional team leads to develop the list of tasks required for each discreet CLB department to be ready for implementation. This activity also includes designing the process for tracking and reporting the status of Business Readiness Tasks	R	P
33	Business Readiness Weekly Updates	Formalize the process for implementing the weekly updates program outlining each Business Readiness Task beginning a particular week, describing the information needed/required activity, timeframe, importance of information/activity, instructions needed to complete task	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
34	Stakeholder Involvement Schedule	Develop a monthly schedule of all project meetings and activities outlining the preparation required and the required participants. This also involves working with the implementation team members to ensure that participants are provided with instructions in a timely manner	R	P
35	Communications Schedule	Develop the high level communications calendar outlining the communications activities for each stakeholder group (including both internal and external stakeholders)	R	P
36	Potential Organizational Impacts	This is an iterative process to work with functional leads to identify potential organizational impacts associated with To Be processes	R	P
37	Organizational Impact Documents	Once the To Be processes are documented and immediately before they are finalized, the Organizational Impact Documents are developed. The findings of the Organizational Documents determine the magnitude of the organizational transformation activities needed to support the system implementation project	R	P
38	Approval to proceed to Configuration and Development Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.9.1 Assumptions:

1	<p>CLB staff and other resources will be available within the time frame required for the Analysis Phase workshops, including the Functional Workshops, Interface Workshops, and Conversion Workshops.</p> <p>CLB understands that these workshops may occur in parallel during the Analysis phase. EP²M understands that some CLB resources may be required for multiple workshops and conflicts may arise.</p> <p>The EP²M Project Manager will work with the CLB Project Manager to create an agenda and schedule that allows required team members to be where they are most needed, in an effort to minimize the potential for extending the Analysis Phase duration.</p>
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2	Facilities and equipment are in place including access to Internet and VPN.
3	CLB prefers a minimum number of product enhancements and will rely upon product configuration and business process modifications to fit the technology workflow rather than building custom extensions.
4	CLB is responsible for CLB-side interface points (i.e. applications outside the Licensed software), including any modifications to existing applications. CLB will perform any translation of data values to target applications/files that will be needed by the in-scope interfaces to perform as designed.
5	Scope will be frozen at the end of the Analysis phase in order to transition to the Configuration and Development Stage.
6	Design and Programming/Test Specifications will be produced in a format specified by EP²M.
7	Should new requirements not previously identified be defined for extensions (algorithms, background processes, user exits, portal zones, query zones), interfaces, and reports, a Change Order will be created and approved by both parties, and may result in an adjustment of cost and/or schedule.

4.9.2 Phase 2: Analysis Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
1	Functional Training-SME	Training	CLB confirms Training was completed satisfactorily.	R	P
2	Functional Workshops	Workshops	CLB confirms Functional Workshops were completed satisfactorily.	R	P
3	Updated Project Schedule	Electronic	CLB and EP²M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
4	Analysis Report	Electronic	CLB and EP²M review and confirm contents.	R	P
5	Interface Workshops	Workshops	CLB confirms Interface Workshops were completed satisfactorily.	R	P
6	Interface Plan Document(s)	Electronic	CLB and EP²M review and confirm contents.	R	P
7	Master Test Plan Document	Electronic	CLB and EP²M review and confirm contents.	R	R

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
8	Draft Data Conversion Plan	Electronic	CLB and EP2M review and confirm contents.	R	R
9	Data Conversion Mapping and Specification	Software Electronic	CLB and EP2M review and confirm contents.	R	R
10	Draft Interface Schedule	Electronic	CLB and EP²M review and confirm contents.	R	R
11	Draft Training Plan and Needs Assessment	Electronic	CLB and EP²M review and confirm contents.	P	R
12	Draft Reports Plan	Electronic	CLB and EP²M review and confirm contents.	P	R
13	Draft Deployment - Cut Over Plan	Electronic	CLB and EP²M review and confirm contents.	P	R
14	Application Configuration schedule	Electronic	CLB and EP²M review and confirm contents.	P	R
15	Quality Review #1 Report	Electronic	CLB and EP²M review and confirm contents.	P	R
16	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available to development and training environments	P	R
17	Business Process Change Identification and Documentation	Process, Electronic	CLB confirms the identified Business Process Changes and has reviewed the documentation	P	R
18	Project Success Criteria Alignment to Business Process Change	Process	CLB confirms participation in the alignment activity	P	R
19	Scorecard Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders	P	R
20	Stakeholder Alignment to Scorecard	Process	CLB confirms agreement with Scorecard indicators and measures	P	R
21	Business Transformation Team	Process	CLB confirms team has been identified	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
22	Business Readiness Tasks	Process, Electronic	CLB reviews and confirms initial draft	P	R
23	Business Readiness Weekly Updates	Process	CLB confirms the establishment of process to track progress of Business Readiness Tasks and weekly updates are occurring	P	R
24	Stakeholder Involvement Schedule	Process	CLB confirms the schedule	P	R
25	Communications Schedule	Process, Electronic	CLB reviews and confirms initial schedule	P	R
26	Organizational Impact Documents	Electronic	CLB reviews and confirm contents.	P	R
27	Acceptance Certificate – Analysis Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to Configuration and Development Phase.	P	R

4.9.3 Scope Reconciliation

Appendices B, C and D describe the known scope of interfaces, extensions and reports that are included as part of this SOW. The Analysis phase will serve to confirm this scope.

It is fairly common in projects that, by the end of the Analysis phase, it is determined that certain interfaces, extensions or reports may no longer be needed. This may be due to functionality that is now available in the base product, a change in the way the product will be utilized vs. what was envisioned during the Sales process, or several other reasons. At the same time, other extensions (or interfaces or reports) may become required functionality that weren't previously identified during the Sales process.

In order to provide a fair and equitable method of reconciling how these additions and subtractions from scope will be handled during the project, the EP²M Project Manager will utilize spreadsheets to keep track of the additions and subtractions from the list of extensions, interfaces and reports. These spreadsheets will also track if/how the complexities and effort estimates for each item changes as we proceed through the Start-up and Discovery and Analysis phases. These spreadsheets will be reviewed weekly by the CLB Project Manager and

CLB Project Sponsor and could ultimately be reviewed by the CLB Steering Committee if there is any additional cost involved.

At the end of the Analysis phase, if the total pool of hours estimated for either the extensions or interfaces or reports is different than what was budgeted for in this SOW, one of two actions will be taken:

- If the pool of hours required moving into the Configuration and Development phase is **greater** than what was budgeted for in this SOW, a Change Order will be raised for the incremental hours.
- If the pool of hours required moving into the Configuration and Development phase is **less** than what was budgeted for in this SOW, the difference in hours will be set aside to use elsewhere in the project (e.g. for Conversion Support) and a Change Order will be raised for the incremental amount.

4.10 Phase 3: Configuration and Development

The objective of the Configuration and Development phase is to prepare the system for the Testing and Acceptance phase by completing the CC&B configuration, and by designing and developing software components (algorithms, user exits, background processes), interfaces, reports, documentation, conversion routines and changed business processes as called for in the Analysis Report. Those items identified during Analysis, but not currently in scope of this SOW, will be described in a Change Request and approved by CLB. In addition, test plans, scripts and data needed for Testing and Acceptance are prepared. Finally, certain End User Training activities are started during this phase.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Configuration Support	EP ² M provides support for the application configuration.	R	
2	Complete the application configuration	EP ² M defines remaining application configuration values and enters them into the system.	R	
3	Configuration Worksheet maintenance	EP ² M maintains changes to the configuration worksheet.	R	
4	Configuration Rationale maintenance	CLB maintains changes to the configuration rationale document.	P	R
5	Detail Design and Development of Extensions - EP ² M	EP ² M will design, develop and unit test Extensions as listed in Appendix C Extensions or as agreed to at the end of the Analysis phase.	R	
6	Detail Design and Development of Interfaces - EP ² M	EP ² M will design, develop and unit test Interfaces as listed in Appendix B Interfaces, or as agreed to at the end of the Analysis phase.	R	
7	Detail Design and Development of Interfaces - CLB	CLB will design, develop and unit test Interfaces as agreed to at the end of the Analysis phase.		R
8	Detail Design of Reports - EP ² M	EP ² M will design, develop and unit test Reports as listed in Appendix B Interfaces, or as agreed to at the end of the Analysis phase.	R	

	Activity	Description	Responsibility	
			EP²M	CLB
9	Detail Design and Development of Reports – CLB	CLB will develop and unit test Reports as agreed to at the end of the Analysis phase.		R
10	Background Process Scheduling	EP²M works with CLB operations to set up scheduler to execute background processes. EP²M provides information regarding sequence and dependencies.	P	R
11	Test Scenarios and Cases	EP²M will provide typical test scenarios for CC&B business transactions based on CC&B URM's. CLB will extend the test scenarios into the required test cases.	P	R
12	Test Data Creation - Functional Testing	CLB will create a small volume of test data to support Functional Testing. EP²M will advise.	P	R
13	Test Data Creation - Interface Testing	CLB will create a small volume of test data to support Interface Testing. EP²M will advise.	P	R
14	End User Training Materials	EP²M will provide baseline end user training materials, as defined in section 4.5 Training, and customize those materials to be role based, confirm to business process changes.	R	P
16	Training Database	EP²M will create training database data for end user training.	R	
18	Data Conversion	<p>EP²M is responsible for facilitating data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities.</p> <p>CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.</p>	R	R
19	Conversion Runs – Legacy Side	CLB will execute conversion runs as needed.	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
20	Conversion Runs –CC&B Side	EP ² M will execute conversion runs as needed.	R	P
21	Business Process Change Documentation	CLB and EP ² M will develop New/Modified Business Procedures for use in the next phase.	P	R
22	System Procedures-Operational	CLB will develop operational procedures for system. CLB will use these procedures in the next phase.		R
23	Interface Schedule	CLB and EP ² M finalize the Interface schedule for building and implementing the interfaces.	P	R
24	Training Plan and Schedule	EP ² M and CLB finalize a Training Plan and Schedule to address Training Requirements.	R	P
25	Reports Plan and Schedule	CLB finalizes a Reports Plan and Schedule to address Reporting Requirements.	P	R
26	Deployment - Cutover Plan	EP ² M finalizes the Cutover Plan. CLB will utilize and refine this Plan in the next phase.	R	P
27	Quality Review #2	EP ² M will conduct Quality Review #2 to ensure project is ready to move on to next phase.	R	P
28	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes the schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project testing and conversion environments.		R
29	Scorecard Assessment	Assess progress toward Scorecard success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	R	P

	Activity	Description	Responsibility	
			EP²M	CLB
30	Stakeholder Alignment to Scorecard	Work with stakeholder groups as needed to build alignment to Project Success Scorecard	R	P
31	Business Process Change - Training Material and Test Plan Integration	Integrate business process changes into the role based training materials and test scenarios	R	P
32	Business Transformation Team	Plan and facilitate the Business Transformation Team (or smaller segments of the team) meetings focused on discussing organizational revisions, user involvement, preparation for upcoming project activities, or process demonstrations	R	P
33	Business Readiness Tasks	Implement the process for tracking and reporting	R	P
34	Business Readiness Weekly Updates	<p>Work with functional leads to ensure weekly update forms are completed.</p> <p>Work with project mgmt to implement the process for compiling and sending out weekly updates.</p> <p>Work with functional leads to implement the intervention and tracking processes</p>	R	P
35	Stakeholder Involvement Schedule	Communicate schedule to users, so they can plan workload and schedules	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
36	Organizational Transformation Plans	<p>This activity builds on the Organizational Impact Documents developed in the previous phase.</p> <p>This is an iterative process involving department directors, business process owners and key users forming working groups to make required organizational revisions.</p> <p>The organizational change lead will facilitate the groups, provide guidance, develop the schedule, and provide status on the transformation plans</p>	R	P
37	Approval to proceed to Acceptance Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.10.1 Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Configuration and Development phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	Extensions included for development are in Extension List.
4	Interfaces included for development are in Interface List.
5	Changes, if required, will be documented on a Change Order and if approved will be implemented with an equitable adjustment to cost and or schedule.
6	EP ² M's assistance does not include programming on the Legacy CIS system side of interfaces.
7	EP ² M's assistance is limited to those interfaces listed in the SOW.

4.10.2 Phase 3: Configuration and Development Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Configured System	Software	CLB and EP ² M confirm configuration is set up in accordance to the Analysis report.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
2	Extensions - EP ² M	Software	CLB confirms delivery of unit tested Extensions.	R	P
3	Interfaces - EP ² M	Software	CLB confirms delivery of unit tested Interfaces.	R	P
4	Interfaces - CLB	Software	CLB and EP ² M confirm delivery of unit tested Interfaces.	P	R
5	Reports - CLB	Software	CLB and EP ² M confirm delivery of unit tested Reports.	P	R
6	Test Plan	Electronic	CLB and EP ² M review and confirm contents.	R	R
7	Test Scenarios and Scripts	Electronic	CLB and EP ² M review and confirm contents.	P	R
8	Test Data Creation - Functional Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
9	Test Data Creation - Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
10	End User Training Material	Electronic	CLB and EP ² M review and confirm contents.	R	P
11	Training Database	Electronic	CLB and EP ² M review and confirm contents.	R	P
12	Data Conversion Extract programs	Software	CLB and EP ² M confirm delivery of unit tested extract programs.	R	R
13	Conversion Runs	Paper	CLB and EP ² M review and confirm results of limited runs.	R	R
14	System Procedures-Operational	Electronic	CLB and EP ² M review and confirm contents.	P	R
15	Interface Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
16	Training Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
17	Reports Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
18	Cutover Plan	Electronic	CLB and EP ² M review and confirm contents.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
19	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
20	Quality Review #2 Report	Electronic	CLB and EP ² M review and confirm contents.	P	R
21	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available to testing and conversion environments	P	R
22	Scorecard Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders	P	R
23	Stakeholder Alignment to Scorecard	Process	CLB confirms agreement with Scorecard indicators and measures	P	R
24	Business Process Change - Training Material and Test Plan Integration	Process	CLB reviews training materials and test plans for Business Process integration	P	R
25	Business Transformation Team	Process	CLB confirms team has been identified and is meeting as planned	P	R
26	Business Readiness Tasks	Process, Electronic	CLB confirms tasks are being tracked, statused.	P	R
27	Business Readiness Weekly Updates	Process	CLB confirms the updates are occurring weekly	P	R
28	Stakeholder Involvement Schedule	Process	CLB confirms the schedule has been communicated	P	R
29	Organizational Transformation Plans	Process, Electronic	CLB reviews and confirms initial plans	P	R
30	Acceptance Certificate – Configuration and Development Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to the Acceptance Phase.	P	R

4.11 Phase 4: Testing and Acceptance

The Testing and Acceptance phase is composed of Functional, Integration, Conversion, System, Batch/Bill Cycle, and Performance Testing. User Acceptance Testing also occurs during the Acceptance Phase.

The first part of the Testing phase is designed to verify that the application provides the expected results when it operates the configured product plus extensions, and reports developed for the project. This part of the test is run with manually created data and a controlled set of test scripts generated for the sole purpose of comparing output from CC&B to expected results. CLB executes Testing as defined in the Master Test Strategy in a controlled and orderly manner to verify that the installed system is operating as specified. This step validates the decisions made in the Analysis Workshops and developed in the Configuration and Development Phase.

The second part of the Testing phase is designed to verify that the configured CC&B product integrated with interfaces and using converted data performs substantially as described in the Analysis Report.

The final step of this phase is preparation for CLB to take all the aspects of the systems (the software, procedures, documents and reports) into live operation. Cutover plans and operational procedures are finalized. Any additional hardware and networking capability required for live operations is installed and tested by CLB.

EP²M will provide CLB a baseline set of Test Scenarios that were built using Oracle's URMs. These scenarios will be enhanced by CLB staff to reflect the specific nature of this project. EP²M will provide support for this activity. EP²M will also provide Training services to CLB during the Testing and Acceptance Phase.

4.11.1 Project Testing Types

The following are the types of testing that will be conducted during the "Testing and Acceptance" phase:

Test Type	Description	Responsibility
Unit Testing	A test of an isolated developed enhancement, interface or report component. Also occurs in the Configuration and Development phase.	EP ² M leads for those components developed by EP ² M. CLB leads for those components developed by CLB.
Pre-Release / Delivery Assurance Testing	Testing performed by the EP ² M project team upon release of a code drop (package of EP ² M developed components), prior to turnover to CLB.	EP ² M Leads

Test Type	Description	Responsibility
Functional/Configuration Testing	The CC&B Configuration setup is validated against the configuration design described in the Analysis Report and Configuration Rationale documents.	EP ² M Leads CLB Assists
Conversion Testing	This test will identify issues with programs and procedures used to convert data from the Legacy CIS system that may cause data to be converted incorrectly or omitted.	CLB and EP2M share Lead responsibilities
Integration Testing	This test checks whether product interfaces work to specifications and do not adversely impact the system as a whole.	CLB and EP2M share Lead responsibilities
System Testing	Tests multiple application components working together rather than in isolation. Performed on converted data where possible.	CLB Leads EP ² M Assists
Batch/Bill Cycle Testing	Will exercise the daily cycle functionality of the system using converted data, either parallel to or after System Test.	CLB Leads EP ² M Assists
Performance Testing	<p>CLB will conduct Batch and Online performance tests and analyze the results.</p> <p>EP²M will implement recommendations in the following areas:</p> <ol style="list-style-type: none"> 1. Application tuning 2. SQL tuning 3. Batch processing 4. Database tuning 	CLB and EP2M share Lead responsibilities
User Acceptance Testing (UAT)	Product, enhancements, and interfaces are all tested with converted data. Testing is complete when all the application test script components have been executed, critical defects corrected, and project management has approved the approach and schedule for addressing non-critical defects.	CLB Leads EP2M Assists

4.11.2 Project Testing Activities

The following are activities that will be performed during the Testing and Acceptance” phase:

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Testing Support	EP ² M provides assistance to CLB in the resolution of problems or defects encountered while testing CC&B.	R	P
2	Update Test Scenario and Scripts	CLB to update test scenarios and scripts as required. EP ² M to assist when possible.	P	R
3	Testing - Incident Reporting and Communication Process	CLB to setup Incident Reporting and Communication Process as defined in the Master Test Plan. EP ² M to assist.	P	R
4	Functional / Configuration Testing	EP ² M executes Functional / Configuration tests as outlined in the Master Test Strategy utilizing test data created in the Configuration and Development Phase. EP ² M provides support and corrects defects in its deliverables.	R	P
5	Integration Testing	CLB and EP ² M execute Integration Tests as outlined in the Master Test Strategy utilizing test data created in the Configuration and Development Phase. EP ² M provides support and corrects defects in its deliverables. CLB corrects defects in its deliverables.	R	R
6	System Testing	CLB executes System Tests as outlined in the Master Test Plan utilizing test data created in the Configuration and Development Phase. EP ² M provides support and corrects defects in its deliverables. CLB corrects defects in its deliverables.	P	R

	Activity	Description	Responsibility	
			EP²M	CLB
7	Batch/Bill Cycle Testing	CLB executes Batch/Bill Cycle Tests as outlined in the Master Test Plan utilizing test data created in the Configuration and Development Phase. EP²M provides support and corrects defects in its deliverables. CLB corrects defects in its deliverables.	P	R
8	Performance Testing	CLB executes Performance Tests as outlined in the Master Test Plan. EP²M provides support.	P	R
9	Configuration Worksheet maintenance	EP²M maintains changes to the configuration worksheet.	R	P
10	Configuration Rationale maintenance	CLB maintains changes to the configuration rationale document.		R
11	Business Process Change Documentation - New/Modified Business Procedures	CLB will utilize New/Modified Business Procedures during testing.		R
12	System Procedures - Operational	CLB will utilize operational procedures during testing. CLB revises documentation if needed.		R
13	Background Process Scheduling	CLB tests Background Process Scheduling setup during testing. CLB revises setup if needed.		R
14	End User Training – Testers	EP²M will provide End User Training to Testers if necessary. EP²M to provide support.	R	P
15	End User Training	EP²M will provide Training to CLB End Users as defined in the Training Plan.	R	P
16	Training Database	EP²M will create training database data for end user training. CLB provides input.	R	P

	Activity	Description	Responsibility	
			EP²M	CLB
17	Data Conversion	<p>EP²M is responsible for facilitating data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities.</p> <p>CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.</p>	R	R
18	Mock Data Conversion Runs	<p>Testing of conversion programs. CLB and EP²M will execute at least 3 end-to-end mock conversion runs.</p> <p>CLB and EP²M are responsible for data cleanup, extract, testing balancing and verification activities. EP²M will provide CC&B Conversion knowledge and support.</p>	R	R
19	Dress Rehearsals	<p>Performed in concert with a mock data conversion and is a rehearsal of the Deployment - Schedule.</p> <p>CLB and EP²M will execute at least 2 Dress Rehearsals prior to Go-Live</p>	P	R
20	Deployment - Cutover Schedule - Final	CLB and EP²M will utilize Deployment – Cutover Plan and will develop detailed schedule of readiness and cutover tasks for Go-Live.	P	R
21	Quality Review #3	EP²M will conduct Quality Review #3 to ensure project is ready to move on to next phase.	R	P

	Activity	Description	Responsibility	
			EP²M	CLB
22	Hardware, Software and Environment infrastructure support Schedule	CLB executes a schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project production environments.		R
23	Scorecard Assessment	Continued to assess progress toward Scorecard success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	R	P
24	Business Process Change – Testing and Training Program Support	Support testing and training activities to ensure business processes are thoroughly understood and properly used.	R	P
25	Business Transformation Team	Plan and facilitate the Business Transformation Team (or smaller segments of the team) meetings focused on discussing organizational revisions, user involvement, preparation for upcoming project activities, or process demonstrations	R	P
26	Business Readiness Tasks	Implement the process for tracking and reporting	R	P
27	Business Readiness Weekly Updates	<p>Work with functional leads to ensure weekly update forms are completed.</p> <p>Work with project mgmt to implement the process for compiling and sending out weekly updates.</p> <p>Work with functional leads to implement the intervention and tracking processes</p>	R	P

	Activity	Description	Responsibility	
			EP²M	CLB
28	Stakeholder Involvement Schedule	Communicate schedule to users, so they can plan workload and schedules. Ensure that stakeholders are committed to participate in testing and training activities for specific dates and timeframes	R	P
29	Organizational Transformation Plans	During this phase, the focus is on completing the required organizational revisions by the target completion dates	R	P
30	Approval to proceed to Go-Live Phase	EP²M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.11.3 Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Testing and Acceptance phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	The Go-Live criteria previously established have been referenced in the Go-Live decision.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	Any software implementation issues have been resolved according to the Go-Live criteria.
6	Final readiness and cutover activities are complete and accurate.
7	New/Revised Business Process documentation is complete and accurate.
8	Technical Operational procedures are complete and accurate.
9	EP²M will provide an overview of the testing process and provide baseline test scenarios to assist CLB with their testing efforts.
10	CLB will appoint a Test Lead.
11	CLB is responsible for Acceptance Testing, including developing of CLB specific test plans and cases and building appropriate test scripts based upon CLB's business processes and procedures. EP²M will assist as requested.
12	CLB will provide all of the testers required for User Acceptance Testing. Testers will have been trained at some point during the project and will be familiar with CLB's business requirements.
13	Following the Configuration and Development phase, CLB shall begin the User Acceptance Testing according to the published project schedule.

14	If participation by an outside vendor, whose product is not included in the CC&B application, is required to test the interfaces described herein, CLB is responsible for all contractual arrangements and payments for this effort. Negotiation, management, and payment of these arrangements are not the responsibility of EP²M, although if requested by CLB, EP²M may assist in reasonable communication and facilitation of interface testing with such outside vendors if requested via the Change Order process.
15	Technical Operational procedures are complete and accurate. CLB is responsible for developing and/or updating this documentation.

4.11.4 Phase 4: Testing and Acceptance Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
1	Functional / Configuration Testing	Paper or Electronic	CLB and EP²M confirm successful completion.	P	R
2	Integration Testing	Paper or Electronic	CLB and EP²M confirm successful completion.	P	R
3	System Testing	Paper or Electronic	CLB and EP²M confirm successful completion.	P	R
4	Batch/Bill Cycle Testing	Paper or Electronic	CLB and EP²M confirm successful completion.	P	R
5	Performance and Stress Testing	Paper or Electronic	CLB and EP²M confirm successful completion.	P	R
6	Final - Business Process Change Documentation - New/Modified Business Procedures	Paper or Electronic	CLB and EP²M confirm completion.	P	R
7	Final - System Procedures - Operational	Paper or Electronic	CLB and EP²M confirm completion.	P	R
8	Final - Background Process Scheduling	Paper or Electronic	CLB and EP²M confirm completion.	P	R
9	End User Training	Training	CLB and EP²M confirm completion.	P	R
10	Mock Conversion Runs	Paper or Electronic	CLB and EP²M confirm completion.	P	R
11	Dress Rehearsals	Paper or Electronic	CLB and EP²M confirm completion.	P	R
12	Deployment - Cutover Schedule-Final	Paper or Electronic	CLB and EP²M confirm completion.	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
13	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
14	Final Integrated System	Software	CLB and EP ² M review and confirm all configurations, Extensions, Interfaces, Reports and Data Conversion processes for deployment phase.	P	R
15	Quality Review #2 Report	Electronic	CLB and EP ² M review and confirm contents.	P	R
16	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available for Production environments	P	R
17	Scorecard Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders	P	R
18	Business Process Change – Testing and Training Program Support	Process	CLB confirms training and testing support has been provided	P	R
19	Business Transformation Team	Process	CLB confirms team has been identified and are meeting as planned	P	R
20	Business Readiness Tasks	Process, Electronic	CLB confirms tasks are being tracked, statused.	P	R
21	Business Readiness Weekly Updates	Process	CLB confirms the updates are occurring weekly	P	R
22	Stakeholder Involvement Schedule	Process	CLB confirms the schedule has been communicated	P	R
23	Organizational Transformation Plans	Process, Electronic	CLB reviews status of plans	P	R

4.12 Phase 5: Go-Live

Go-Live is the time in the project life cycle when the collective results of all previous phases are realized. The objective of the Go-Live Phase is to perform the necessary activities to begin operation of the new system in a production environment. The plan for the CLB is a single phase deployment of all functionality to all users and all locations. At this point, CLB takes full ownership of the installed product and should be sufficiently equipped to operate it successfully on its own.

By the end of the phase, the system should be operational in the production environment and stable.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	CLB finalizes production helpdesk communications and procedures. EP ² M provides support.	P	R
2	Go-Live Support	EP ² M provides support during the final deployment of the system.	R	
3	Final Business Process Change Documentation - New/Modified Business Procedures	CLB verifies and distributes Final Business Process Change Documentation - New/Modified Business Procedures to users.		R
4	Final System Procedures - Operational	CLB verifies and distributes Final System Procedures-Operational.		R
5	End User Refresher Training	CLB will provide End User Refresher Training if needed.		R
6	Final External Communications	CLB provides schedule of events to external parties.		R
7	Final Internal Communications	CLB provides schedule of events to internal departments.		R
8	Final Review of Deployment - Cut Over Schedule	CLB and EP ² M formally review the deployment and cutover schedule and contingency plans.	P	R
9	Final Hardware, Software and Environment infrastructure support schedule check	CLB and EP ² M perform a final check on Hardware, Software and Environment infrastructure and confirm support plans.	P	R

	Activity	Description	Responsibility	
			EP²M	CLB
10	Final Data Conversion	Final Data Conversion extract, cleanup, balancing and verification are performed.	P	R
11	Go / No Go-Live Decision	The results of the Final Data Conversion are evaluated and a Go or No Go-Live decision is made.	P	R
12	No Go-Live Decision	If the decision to not go live is made then contingency plans are executed	P	R
13	Contingency Plans	Execute Contingency plans if needed.	P	R
14	Scorecard Assessment	Continued to assess progress toward Scorecard success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	R	P
15	Business Transformation Team	<p>Ensure business process changes are effectively used by supporting end users during the Go-Live event and for the weeks immediately following.</p> <p>Work with user community to address post go live issues in the following categories: system in not working in accordance with work instructions/desk procedures, users experiencing problems because they are not following work instructions/desk procedures, and business process isn't working as designed and needs to be adjusted. Serve as liaison between project team and user community</p>	R	P
16	Stakeholder Involvement Schedule	Communicate schedule to users, so they understand their schedule for post go live support sessions	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
17	Organizational Transformation Plans	Work with business process owners and managers to ensure that organizational revisions are completed. Make adjustments where needed	R	P
18	Approval to Go-Live	EP ² M and CLB meet with Steering Committee to review the results of the Final Data Conversion. If satisfactory, Steering Committee reviews and approves Go-Live decision.	P	R

4.12.1 Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Go-Live Phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	The Quality of the Data Converted meets the Go-Live Acceptance Criteria or any deviation from these criteria that has been deemed acceptable to CLB.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	Any software implementation issues have been resolved according to the Go-Live criteria
6	1. Final Data Conversion was successful.

4.12.2 Phase 5: Go-Live Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Final - Business Process Change Documentation - New/Modified Business Procedures	Electronic	CLB and EP ² M confirm completion.	P	R
2	Final - System Procedures – Operational	Electronic	CLB and EP ² M confirm completion.	P	R
3	Final Data Conversion	Electronic	CLB and EP ² M confirm completion and results.	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
4	Scorecard Assessment	Process	CLB confirms final update to Project Sponsors, Managers and Stakeholders	P	R
5	Business Transformation Team	Process	CLB confirms support has been provided for Go-live and immediately after	P	R
6	Stakeholder Involvement Schedule	Process	CLB confirms stakeholders have been communicated to regarding Go-Live event activities	P	R
7	Organizational Transformation Plans	Process	CLB confirms organizational transformation activities have occurred as planned	P	R
8	Acceptance Certificate – Go-Live Phase	Electronic	CIS Project Steering Committee provides written approval to proceed to the Post Go-Live Support Phase.	P	R

4.13 Phase 6: Post Go-Live Support

The objective of the Post Go-Live Support phase is for EP²M to support CLB in the performance of the day to day support activities of the new system in the production environment.

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	CLB triages all helpdesk support items. EP ² M supports.	P	R
2	Problem Resolution	CLB provides problem resolution. EP ² M provides problem resolution support.	P	R
3	Performance Tuning	CLB measures performance during 30 day window. EP ² M provides performance tuning recommendations and advice.	P	R
4	Final System Acceptance	EP ² M and CLB meet with Steering Committee to review the results of the Final Performance measurement period. Steering Committee reviews and approves Final System Acceptance.	P	R

4.13.1 Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Post Go-Live phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	CLB implements performance tuning recommendations on a timely basis.
4	CLB addresses all behavior issues with respect to system use.
5	Any material performance issues have been identified and EP ² M has made a good-faith effort to resolve the material performance issues within its control.
6	Post Go-Live Support starts immediately after Go-Live and will last for 6 months.

4.13.2 Phase 4: Post Go-Live Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP²M	CLB
1	Performance Tuning	Paper or Electronic or Software	CLB and EP²M confirm completion.	P	R
2	Final System Acceptance	Paper or Electronic	CIS Project Steering Committee provides written approval.	P	R

5 FEES AND EXPENSES

5.1 Project Fees and Expenses

EP²M will provide the professional services identified in this Statement of Work on a Fixed Price basis, inclusive of Travel Expenses as denoted in the table below. The duration of the project is estimated at approximately 18 months, plus 6 months post-implementation support.

Base Implementation	\$4,577,436
Managed Services - Implementation	\$1,671,583
Managed Services – 6 Months Post Go-live	\$63,019

Any changes to scope that extends the project schedule, including CLB's need for additional time to complete its responsibilities as defined in this SOW, will be handled via the Change Order process as defined in this SOW.

5.2 Other Miscellaneous Pricing

(Section TBD or removed as appropriate)

5.3 Payment Schedule and Milestones

(Section TBD)

The Monthly Milestone Payment amount cannot be modified unless both parties mutually agree. Furthermore, any modification to the Payment Schedule will be documented through a Change Order.

5.4 Travel & Living Expenses

Travel and living expenses are inclusive of the Fixed Price.

5.5 Other Supplemental Expenses

Supplemental out-of-pocket expenses incurred in behalf of the project with CLB's prior approval will be reimbursed by CLB.

5.6 Additional Work, Supplemental Staffing and Continuance

CLB has the option to request additional services from EP²M pursuant to a Change Order under this SOW at the rates defined below or for a fixed price to be determined by EP²M at the time of the request. For Change Orders performed at hourly rates, Travel expenses will be billed actual as incurred.

Rates specified below are valid through December 31, 2011, after which EP²M's prevailing rates apply.

Position	Hourly Billing Rate
Practice Manager (PMO)	\$202.00
Project Manager	\$186.00
Functional Architect	\$168.00
Technical Architect	\$179.00
Designer (on shore)	\$147.00
Designer (off shore)	\$100.00
Conversion Designer	\$147.00
Business Process Designer	\$135.00
Training Specialist	\$180.00
Tester	\$116.00
Developer (on shore)	\$108.00
Developer (off shore)	\$80.00

6 GENERAL PROJECT ASSUMPTIONS

1. CLB will provide timely provisioning of, and access to, office accommodations, facilities, equipment, assistance, cooperation, complete and accurate information and data from CLB agents, and employees. Suitably configured computer products are essential to the performance of any services as set forth in this SOW.
2. CLB will provide and maintain the properly configured Hardware and network infrastructure to support the services. This includes, without limitation, providing adequate data backup, monitoring, and tuning to demonstrate the integrity of the CC&B application environments. The term “Hardware” as used herein shall mean any hardware, middleware, data communications, and application or other third-party software required for this CC&B project. The Hardware will have sufficient capacity to load and operate the CC&B software and to perform project activities for the relevant phase of the project. The Hardware must have all required network interfaces to provide user access to printing and terminal facilities in at least one training location. The Hardware will be fully operational prior to EP²M’s coming on-site for training and for any other services. CLB will update the Hardware as required to enable the services to proceed without interruption.
3. CLB will provide and maintain support of the infrastructure and technical environment including, but not limited to:
 - a. High-speed connectivity and logon to enable EP²M to access your applications remotely
 - b. Local Area Network (LAN)/Wide Area Network (WAN) requirements
 - c. Database server configuration
 - d. PC configuration
 - e. Production batch jobs
 - f. Backup procedures
 - g. System management requirements
 - h. Operational requirements and documentation
 - i. Performance tuning
4. CLB will provide administration and management for platforms, including, but not limited to, establishing regular backup procedures to secure the new operating environment, and general housekeeping activities. EP²M will provide information and guidance as to what is expected regarding application administration. Such activities may include, at the request of EP²M, management of EP²M software delivered to, or being developed on CLB’s platform.
5. CLB will maintain annual technical support for the Oracle CC&B software throughout the term of the services.
6. CLB will provide EP²M with full access to the relevant functional, technical, and business resources with adequate skills, knowledge, and decision-making authority to support the services throughout the project.

7. CLB will provide the EP²M project team with adequate workspace, computer resources, and normal equipment and business supplies for the duration of the project. This will include conference rooms, overhead projectors, white boards, desks, telephones, and computer communication hook-up for communication between CLB and EP²M; local and remote systems for each project team member; computers and other facilities for training; printers; an enclosed project work area; and nominal administrative support when requested.
8. EP²M's on-site staff will provide their own laptop computers. EP²M computers will comply with the same or similar security standards as CLB and be current with virus software. CLB will provide security standards to EP²M in advance. EP²M will need Internet access to the EP²M network for communication as described above. EP²M staff will also need to have access to CLB network for project related documents and software. CLB should have a high-speed Internet connection and VPN (virtual private network) access established when EP²M arrives on-site.
9. CLB will communicate with vendors and departments within the organization, and facilitate their participation in the project when that is appropriate; and be responsible for the timeliness and quality of their activities and work product.
10. EP²M project staff will work both onsite and offsite as required, and with the consent of CLB, to address requirements. EP²M project staff will typically arrive to CLB site by mid-day Monday and depart by mid-day Thursday. For those travel weeks, Fridays are typically spent working remotely. EP²M will work with CLB to find opportunities to reduce travel expenses by having staff stay over the weekends and using longer term lodging.
11. CLB will provide workspace for up to eight (8) EP²M project team members, as required.
12. EP²M requires that at least one of the conference rooms dedicated to the project team must remain available throughout the project lifecycle and that the EP²M and CLB on-site team are easily accessible to each other. CLB will make available, as needed, additional conference rooms for breakout meetings that will be required for Interfaces and Conversion.
13. Project documents will be housed in directories on CLB's LAN with accessibility by the entire project team and others as appropriate.
14. In order to understand and maintain the integrity and traceability of all project artifacts, deliverables, and documents, EP²M agrees to adhere to CLB's version control, document management procedures and policies
15. Except as required in connection with the performance of the services under this SOW, EP²M will not remove CLB data from CLB premises.
16. CLB will name an individual on the project team with sufficient authority to make decisions for CLB concerning the requirements and functionality of the CC&B application and other aspects of the project.
17. CLB is responsible for clearly validating/reviewing its requirements during the Analysis phase, and providing, in a timely manner, additional supporting documentation requested by EP²M.
18. The parties will mutually resolve any discrepancies in the Project Schedule or Deliverables.

7 ACCEPTANCE OF DELIVERABLES

Each Phase within this SOW has completion criteria which distinctly defines the deliverables and/or activities to be accomplished during that Phase and the method of acceptance. Once a Phase is deemed completed and formal approval has been given to proceed to the next Phase, any change to a deliverable previously accepted will be handled using the SOW Change Order Procedure and Form defined in Appendix E.

Upon completion of any deliverable, EP²M shall provide a copy as defined in this SOW to CLB. At CLB's request, EP²M will demonstrate that the deliverable conforms to the description specified for such deliverable. CLB is responsible for any additional review and testing of such deliverable in accordance with any mutually agreed test scenarios or scripts. If the deliverable does not conform to the description for such deliverable specified in this SOW, CLB shall have five (5) business days after EP²M's submission of the deliverable ("acceptance period") to give EP²M written notice which shall specify the deficiencies in detail. EP²M shall use reasonable efforts to promptly cure any such deficiencies. After completing such remedy, EP²M shall resubmit the deliverable for review and testing as set forth above. Upon accepting any deliverable submitted by EP²M, CLB shall provide EP²M with written acceptance of such deliverable via a Certificate of Acceptance (COA) as defined in Appendix F. If CLB fails to provide written notice of any deficiencies within the acceptance period, as provided above, such deliverable shall be deemed accepted at the end of the acceptance period.

8 APPROVALS

CLB and EP²M agreed to this Statement of Work as of the date indicated below:

City of Long Beach, CA:

EP²M LLC:

(SIGNATURE)

(SIGNATURE)

(TYPED NAME)

Robert Eddy

(TYPED NAME)

(TITLE)

President and Chief Operating Officer

(TITLE)

(DATE)

(DATE)

9 APPENDICES

9.1 Appendix A – Draft Project Schedule

A draft project schedule will be added at a later time based on contract negotiations with CLB.

9.2 Appendix B – Interfaces List

This list is intended to identify the initial scope of all of the known integration points that will need to be built for the project as indicated by CLB. Hours estimate provided below is an initial, reasonable order of magnitude estimate based on EP²M's experience. This estimate must be confirmed during the Analysis Phase, where an actual estimate will be provided. If the actual estimate varies from what is provided below, this difference will be documented through the SOW Change Order Procedure.

The expected transfer and/or extraction of content for each interface will be fully discussed during the Analysis phase of the project and documented in the Validation Report. Any additional interfaces or interface flows – in addition to any complexity changes – will be handled using the SOW Change Order Procedure.

Interface	Initial Scope Comments	Hours Estimate
A/P Extract	Interface to FAMIS to handle A/P, Check Printing, etc. Use CC&B standard A/P request w/some modifications.	80
Code-1 Interface	Use Code-1 for online address validation.	120
CASS Certification Extract	Background extract process to send for certification.	120
Advantex Interface	Custom integration required to Advantex.	700
Cashiering Interface	Custom integration required to iNovah using CC&B XAI (XML Application Integration) Facility	320
Collection Agency	Monthly Out/Inbound, Daily Payments Received, 3 yr Recall	320
Credit Card Authorization and Payment	Credit Card Payments through Link-to-Gov	120
CTI Interface	Not Required	0
Degree Days Interface	Manually Load Degree Day into table. No interface required	0
Equifax Interface	Link to Equifax to launch. No Interface Required	0
Equifax Queue Exchange	Background extract process to send for data exchange program	100
External Email Integration	Trigger email as part of Web Self Service (i.e. Bill is ready to be viewed)	80
External SMS Integration	Trigger SMS as part of Web Self Service (i.e. Bill is ready to be viewed)	80
Field Order Print	Use Standard FO extract with some	100

Interface	Initial Scope Comments	Hours Estimate
Interface	modification. CLB is to handle print distribution. Separate Dispatch Group for reread FAs with FO Extract data being sent to outsourced meter readers.	
G/L Interface	Interface using CC&B Standard G/L extract and A/P Request Extract. Some modifications may be required	120
GIS Interface	Store and synchronize geographic type data. Scope depends on "System of Record" discussions and will need to be further refined during Analysis.	320
Hansen Interface	Not Required	0
IVR Interface	CLB to implement new IVR. Basic IVR capabilities (i.e. account balance, make payment, ACH enrollment). No complex transactions expected (i.e. pay plans, arrangements, service turn-on/off or scheduling). CLB has not selected a vendor.	240
LaserFiche Document Management Interface	No direct interface required. Integration through Bill and Letter Print.	0
Letter Extract and Print Interface	Use Standard Letter extract with some modification. CLB is to handle print distribution, render as PDF for access by CC&B. Exit to launch pdf from CC&B to view letter tied to customer contact.	160
Meter Read Download	Standard Meter Read Download with some modifications	120
Meter Read Upload	Standard Meter Read Upload (MVRS and Mercury) with some modifications	200
New XAI Interface	Use CC&B Billable Charge Upload	80
Payment Upload and Remittance	Integration using CC&B standard payment upload with some modifications.	200
Autopay/ACH	Integration using CC&B standard Autopay extract.	80
Snap Prover/Meter Test Interface	Custom integration using CC&B XAI to upload meter test results from SNAP Prover.	120
Web Self Service	View Bill Account Details- amount due, amount delinquent, last payment Bill Payment- prevents some accounts from making payments Turn Off existing service Transfer existing customer from one address to another Enroll, change or cancel Easypay automated	500

Interface	Initial Scope Comments	Hours Estimate
	bill pay program Update account information-change mailing address, phone number or employment information Schedule a Gas Pilot Order- light, adjust, check appliance Turn On for new residential customers Turn On for Business customers Review gas and/or water usage- a check high bill request Fumigation request	
Zonar Interface	Background process to upload trouble codes	120
Bill Print	Use Standard Bill Print extract with some modification. CLB is to handle print distribution, render as PDF for access by CC&B. Exit to launch pdf from CC&B to view customers bill.	160
Budget Allocation Interfaces	Budget allocation of hours for additional interfaces, complexity or other contingency as identified during the Analysis Phase.	440

9.3 Appendix C – Extensions

This list is intended to identify the initial scope of all of the extensions known after the Fact-finding sessions held during the week of 3/14/2011. Hours estimate provided below is an initial, reasonable order of magnitude estimate based on EP²M's experience. This estimate must be confirmed during the Analysis Phase, where an actual estimate will be provided. Since this is an initial scope, changes to the list are expected and exchanges will likely occur. However, if the actual estimate varies in total hours from what is provided below, this difference will be documented through the SOW Change Order Procedure.

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
1.1.7	Does your product automatically establish a new account for a Grease trap inspection when appropriate for that type of business?	No extension needed.	0
1.1.21	Can your product flag or indicate that a Premises has been turned off temporarily (e.g., out of town on extended vacation) and the date that service is to resume?		0
1.1.22	Given the above question, will your product automatically issue a Service Order to turn on the service at a "Requested Off" location on the resume service date?	No extension needed.	0
2.1.27 to 2.1.31	Does your product calculate deposits based on: Base functionality covers b. Service Type? c. Estimated bill amount? & e. 12 month average billing?		0
2.1.27	a. Meter size?	New deposit calculation algorithm required.	120
2.1.30	d. Based on ERU's and ERC's?	New deposit calculation algorithm required.	120
2.2.83	Does your product automatically generate a "same day service" Service Order and add the same day service charge (currently a flat fee) to the customer's account when a CSR indicates (via the system) that a customer has requested same day start service?	No extension needed.	0
2.2.122	When a new customer moves to a Premises in a "Readiness to Serve Zone" for reclaimed water, can your product automatically generate preformatted correspondence to that customer?	No extension needed.	0
2.2.128	For each account, does your product automatically calculate interest earned on their deposit once a year and then credit that interest amount on the next billing?	No extension needed.	0

2.2.132	Can your product track payment history on accounts and automatically generate a bill message for "poor paying" accounts that another late payment will require the customer to pay a deposit?	New Customer Class Pre-Bill Completion algorithm.	120
2.2.133	Can your product track payment history on accounts and automatically bill the appropriate deposit for accounts that fall into a user defined "poor pay" status?	New deposit review batch job required.	320
2.2.136	Does your product provide a CSR "lookup" history indicating at least the last five accounts/customers/premises that the CSR has accessed?	No extension needed.	0
2.2.153	Does your product provide the ability for a user to determine the location of an auto cart or bin by using an online serial number "look up" feature?	No extension needed.	0
3.1.2	Does your product provide information (in something other than comment field) to customer service representatives regarding the number of times a billing verification Service Order has been requested (e.g., reread, re-inspection fee for refuse, meter test services, audits or other specific Service Order types to be defined by the user)?	No extension needed.	0
3.1.3 to 3.1.17	Does your product provide the ability to query and view Service Orders on line by the following criteria: All others S.O. views covered in base functionality.		0
3.1.12	j. View by reading route?	No extension needed.	0
3.1.17	o. View by Meter Number?	No extension needed.	0
3.1.29	Does your product have a feature to require a fee payment prior to initiating some Service Order types (e.g., connection fee prior to meter set)?	No extension needed.	0
3.1.49 to 3.1.50	Can your product cancel or void any or all pending work/Service Orders simultaneously at a Premises? In the above situation does your product reverse any action that the original work/Service Order closure may have caused: Base functionality covers b. Restore customer/account status?		0
3.1.49	a. Reverse fees or refund deposits if applicable?	No extension needed.	0
4.2.1	CLB bills water, wastewater, and reclaimed in increments of 100 cf. Meter readings are not rounded. 100 cf equals one billing unit. Does your product recognize user defined billing units (as above) for billing calculation purposes?	No extension needed.	0

4.2.39	If a backflow device inspection date is thirty days past due and not completed, does your product generate a management directed work list to perform the inspection?	Potential algorithms - SA Creation algorithm	240
4.2.46	Does your product automatically produce an investigative Service Order triggered by meter reading indicating consumption on a meter that is inactive (off)?	No extension needed.	0
4.3.6	Does your product provide the user the ability to create and download a special meter read route for ad hoc purposes (e.g., rereads, check reads, etc)?	No extension needed. Handled as part of Field Order Extract interface.	0
5.1.17	Does your product automatically calculate deposits based on a combination of meter size and Service Types?	No extension needed.	0
5.2.6 to 5.2.8	Does your product display a customer's average bill amount for the most recent 12 months of usage by: a. Premises? b. Service? & c. Account?	New Meter Read Estimation algorithm.	120
5.2.10	Does your product calculate the average billed amount from the Premises start date to the last bill date for less than 12 months of usage?	No extension needed.	0
5.2.12	Does your product calculate average billed amount for a user-defined period?	No extension needed.	0
5.2.18 to 5.2.20	Does your product provide flexible high/low edits that take into consideration: Base functionality covers b. Previous consumption history? & c. Number of days in the billing period?		0
5.2.18	a. Premises Type?	No extension needed.	0
5.2.26	Does your product send notification to the meter reading group when there have been two consecutive estimates for a Premises/meter?	No extension needed.	0
5.2.53	Does your product calculate a levelized billing amount based on a 12 month rolling period average?	No extension needed.	0

5.2.73	Can your product process a global change to mailing addresses for all the records in the system (e.g., zip code or street name change)?	No extension needed.	0
5.2.80	Can your product flag a historical reading to exempt it from any type of average calculation performed by the system?	New algorithm required.	120
5.2.83	CLB engages in projects (e.g., residential development) where a customer (developer) is billed a large deposit at the beginning of the project and then subsequent CLB invoices are charged against that deposit. Can your CIS product bill a deposit on an account and then charge subsequent miscellaneous billings against that deposit and track the remaining deposit balance on that account?	No extension needed.	0
6.1.12	For the in house processing of a payment on an account (walk-in customer) that has been sent to the collection agency, does your product calculate a user defined collection fee (currently 17.9%) and add that to the amount due from the customer?	New FT Freeze algorithm.	160
6.1.42 to 6.1.49	Through your product's interface to the iNovah Cash receipting product, can a user, from the iNovah product's cash receipting screen, inquire on a account utilizing the following key fields: Base functionality covers a. thru h. key fields except g.		0
6.1.48	g. Old Legacy System Account Number?	No extension needed. Handled in cashiering interface.	0
6.1.54 to 6.1.55	Does your product provide the customer the option to participate in a voluntary contribution program and do the following: Base covers a. Automatically add a predetermined amount to the customer's monthly bill each month?		0
6.1.55	b. Automatically apply any overpayment of a specific user defined amount to a voluntary contributory account?	No extension needed.	0
6.1.64 to 6.1.69	Does your product allow user to search payment transaction history by the following: Base functionality covers all other payment history searches a. to f.		0
6.1.68	e. Transaction time?	No extension needed.	0

6.1.70 to 6.1.71	Does your product provide a daily detailed listing of all payment transactions posted by the following: Base covers a. Customer account number?		0
6.1.71	b. Utility charge type?	No extension needed.	0
8.1.4	Does your product require cash, certified funds or credit card as the only method of payment for the satisfaction of a Returned Item received on an account?	New FT Freeze algorithm.	160
8.1.5	Does your product require cash or certified funds for the payment satisfaction of a credit card charge back?	No extension needed.	0
8.1.14	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user specified minimum balance (currently \$25.00)?	New Write-off algorithm.	80
8.1.16	Can your product automatically bill delinquent fees (flat fees and/or a percentage of the balance based on an account's service district and Premises Type) each time a new delinquency status is assigned to an account?	New Late Payment Charge algorithm	120
9.5.14	Does your product provide an automated process to reconcile accounts and account balances for all collection agency accounts (i.e., collection agency account data compared to CIS account data)?	No extension needed.	0
12.1.2 to 12.1.8	Does your product establish security at the following levels: Base functionality covers a. At the menu or selection bar item level? b. At an individual screen level? c. At the function level? e. At the record level? f. At the module level? But not g. At the application environment level?		0
12.1.5	d. At the field level?	Field level requires user exit. However, no specific situations identified that could not be handled through normal security features.	0
		Budget allocation of hours for additional extensions, complexity or other contingency as identified during the Analysis Phase.	240

9.4 Appendix D – Reports

This list is intended to identify the initial scope of all of mandatory reports required for Go-Live. The hours estimate provided below is an initial, reasonable order of magnitude estimate based on EP²M’s experience. The actual need for these reports must be confirmed during the Analysis Phase. Since this is an initial scope, changes to the list are expected and exchanges will likely occur. However, if the actual estimate varies in total hours from what is provided below, this difference will be documented through the SOW Change Order Procedure.

Ref #	Report Requirement Description	Estimated Hrs
10.13.1	Accounts Receivables Statistics	40
10.13.2	Accumulative Sewer Sales Report	20
10.13.3	Accumulative Water Sales Report	20
10.13.4	Active Account Aged A/R Summary	40
10.13.5	Active Accounts With Amounts Over 60 Days Old	20
10.13.6	Active Cut Notice Hold Accounts In Account Nbr Sequence	40
10.13.7	Active Senior/Disabled Citizen Accounts-Not Lpp With Amounts Owing Over 60 Days	20
10.13.8	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency For Month XXXXXX	20
10.13.9	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency	20
10.13.10	Agency Collection Statistics Report Percent Of Collections By Year Sent	20
10.13.11	Agency Collection Statistics Report Percent Of Collections By Debt Year	20
10.13.12	"AJ" And "CR" Activity Report In Operator Id Sequence	20
10.13.13	Bad Debt Cash Collection List Agency Accounts Paid To City	20
10.13.14	Bad Debt List - Amounts \$1000 And Over	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.15	Bad Debt List - Amts More Than \$25 And Less Than \$1000	20
10.13.16	Bad Debt Under \$25 Write Off List	20
10.13.17	Bank Cash Report For XX-XX-2008	20
10.13.18	Bank Debit Payments	20
10.13.19	Bill Consolidation Return A Payment List	20
10.13.20	Billing Register	40
10.13.21	Closed Accounts With Amounts Over 60 Days Old	20
10.13.22	Closing Bill Bad Debt Hold Accounts In Account Nbr Sequence	40
10.13.23	Collection Agency Payment List	20
10.13.24	Collection Agency Transactions Report Activity Sent To Collection Agency	20
10.13.25	Collection Agency Transactions Report Employees Not Sent To Collection Agency	20
10.13.26	Collection Agency Transactions Report New Accounts Sent To Collection Agency For Month XXXXXX	20
10.13.27	Collection Agency Validation Errors	20
10.13.28	Collection Agency Write-off List Amounts \$1,000 And Over	20
10.13.29	Collection Agency Write-Off List Amounts Under \$1,000	20
10.13.30	Coml Meter Audit Delinquency Report	20
10.13.31	Completed Water Meter Install Work Orders	20
10.13.32	Credit Card Report For XX-XX-2008	20
10.13.33	Credit Investigation List	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.34	Cut Projection Report	20
10.13.35	Daily Cash Audit List (AM Transfer)	40
10.13.36	Daily Cash Audit List (PM Transfer)	20
10.13.37	Daily Cash Report For XX-XX-2008 (Am Transfer)	20
10.13.38	Daily Cash Report For XX-XX-2008 (Pm Transfer)	20
10.13.39	Daily Cashiering Transactions By Cashier	20
10.13.40	Daily Famis Interface Records	20
10.13.41	Daily Master File Activity Counts	40
10.13.42	Daily Remote Cash Audit List	20
10.13.43	Daily Statistics Merge Totals	20
10.13.44	Daily Statistics Merge Totals Small Claims Activity List	20
10.13.45	Delinquency Code Reset Audit List	20
10.13.46	Deposit Trust Fund Statement	40
10.13.47	Disbursed Meter Deposits And Journal Entry Distribution	20
10.13.48	Error And Investigation Register Hi/Lo Errors	40
10.13.49	Field Order Audit Trail	20
10.13.50	Gas Major Users	20
10.13.51	Gas Meters With No Usage	20
10.13.52	Gas Miscellaneous Charges Statement Of Accounts Receivable	40
10.13.53	Gas Rate Study	40
10.13.54	Gas Statement Of Accounts Receivable	40

Ref #	Report Requirement Description	Estimated Hrs
10.13.55	Gas Statement Of Accounts Receivable - Adjustment List	20
10.13.56	Link2gov - Teleworks Daily Summary Report Utility Billing	20
10.13.57	Listing Of Inproof Results	40
10.13.58	Long Beach City Pay Accounts	20
10.13.59	Mail Address Audit List	40
10.13.60	Meter Reader Statistics XX-X	20
10.13.61	Monthly Master File Activity Counts	120
10.13.62	Monthly Statistics Merge Totals	40
10.13.63	Overpayment Refund Check Register	20
10.13.64	Posted Transaction Register	20
10.13.65	Posted Transaction Register By Operator Id	20
10.13.66	Refuse Inspection Delinquency Report	40
10.13.67	Refuse Inspection Service Order Audit List	40
10.13.68	Refuse Inspection Transaction Audit	40
10.13.69	Refuse Statement Of Accounts Receivable	40
10.13.70	Refuse Statement Of Accounts Receivable Adjustment List	20
10.13.71	Refuse Statements Counts By Rate	20
10.13.72	Remote Cash Report For XX-XX-2008 (Network)	20
10.13.73	Remote Cash Update Errors For	40
10.13.74	Residential Statistics	40
10.13.75	Returned Payments Journal	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.76	Schedule Of Metered Gas Sales Billed In Month Of XXXXXX 2008	40
10.13.77	Service Order Delinquency Report	20
10.13.78	Service Order Statistics Summary Report Field Orders Worked By District	40
10.13.79	Service Order Transaction Audit SOA	40
10.13.80	Sewer Adjustment List	20
10.13.81	Sewer Large Meter Listing	20
10.13.82	Sewer Sales Reports	40
10.13.83	Sewer Sales Reports Recap Of Meter Sales	20
10.13.84	Sewer Statement Of Accounts Receivable	20
10.13.85	Special Handling Status Report In Account Nbr Sequence	20
10.13.86	Stop File For Return Checks	20
10.13.87	Transaction Merge Totals	40
10.13.88	UB - Link2gov Daily Credit Card Report *** Virtual Terminal Error Detail *** Fumigation Accounts	20
10.13.89	UB - Link2gov Daily Credit Card Report Payment Transaction Detail	20
10.13.90	UB - Teleworks Posted Transactions Detail Report	20
10.13.91	UB Virtual Terminal Fumigation Report	20
10.13.92	Union Bank Daily Utility Payment Audit List	20
10.13.93	Use Tax Statement Of Accounts Receivable	40
10.13.94	Utility Billing Cash Posted (Utility Taxes)	40
10.13.95	Utility Billing Cash Posted Month Of XXXXXXXX 2008	40

Ref #	Report Requirement Description	Estimated Hrs
10.13.96	Utility Billing Master File Statistics	40
10.13.97	Utility Billing Zipcode Statistics Zipcode Count By Area (Billing)	20
10.13.98	Utility Billing Zipcode Statistics Zipcode Count By Area (Notices)	20
10.13.99	Water Accounts Within Queen Mary Corridor	20
10.13.100	Water Adjustment List	20
10.13.101	Water Large Meter Listing	20
10.13.102	Water Meters With No Usage For Over One Year	20
10.13.103	Water Miscellaneous Charges Statement Of Accounts Receivable Adjustment List	20
10.13.104	Water Rate Study	20
10.13.105	Water Sales Reports	40
10.13.106	Water Sales Reports Recap Of Meter Sales	40
10.13.107	Water Statement Of Accounts Receivable	20
10.13.108	Web Interface Service Order Transaction Errors	40
10.13.109	YTD Master File Activity Counts	120

9.5 Appendix E – Change Order Procedure and Form

Any requested deviation from this SOW, including those not resulting from increase in costs, will be documented using the Change Order form below.

Change Order

Project Name	CLB	Change Ref No. 001
Phase Name	Analysis	

Raised By:	Date Raised: MMDDYYYY	Date Required By: MMDDYYYY
-------------------	------------------------------	-----------------------------------

Summary Description:	Additional Services
-----------------------------	---------------------

Detailed Description: Provide services to complete the Assembly activities for the following Tasks to be performed Assumptions 1.
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Evaluation Completed: (Yes/No)	Priority: (Critical/High/Low)
Estimated Effort:	Estimated Cost:
	Planned Delivery Date: MMDDYYYY

Actions Required to Implement:	
Preferred Course of Action:	
Resource Assignment:	Project Plan Updated:

Change Approval	CLB	EP2M
Signature		<u>Robert Eddy</u>
Title		<u>President, COO</u>
Date		

9.6 Appendix F– Certificate of Acceptance



Certificate of Acceptance

EP²M[®] is providing this Certificate of Acceptance to CLB for the Acceptance of the following deliverables for the CC&B[™] project.

Phase	Deliverable	Date Delivered	Amount (\$)
Project Management			
	Monthly Status report		
Analysis			
	Deliverable 1		
	Deliverable 2		
Total Services			
Retention (if Required)	@ X%		
Invoice amount Services	For (Month Services Performed)		
Non Service Payments			
	EP ² M Travel related		
	Total		

The signing of this certificate by CUSTOMER shall constitute acceptance of these deliverables:

SUBMITTED FOR EP²M[®]:

By: _____ Date: _____

Title: **Project Manager**

ACCEPTED FOR CLB:

By: _____ Date: _____
Authorized Signatory

Title: _____

CLB Acknowledgment: This Deliverable is complete and satisfactory. EP²M is authorized to invoice according to terms of the contract.



TAB 7 APPENDIX H: EP²M TEAM RESUMES

For the purpose of illustrating the capability of the consultants available for this project, sample resumes of the proposed EP²M staff have been included in this response. These resources are indicative of the quality and caliber of the EP²M staff that would be available for the CLB project. EP²M employs many people who have successfully implemented the Oracle CC&B product multiple times.

- Project Manager - Barry Parr
- Project Manger (Alternate) – Bill Weber
- Project Manager (Alternate) – Aya Zucker
- Functional Architect - Fran Couzens
- Functional Designer - Philip Rev Salem
- Conversion Designer - Willys Chang Mah
- Interface Designer - Fernando Morais
- Technical Architect - Steve Cates
- Business Analyst - Mandy Sollenberger
- Trainer - Geir Hedman
- Designer - Rodrigo Gajitos
- Designer/Developer - Pia Erika Leano-Gajitos
- Designer/Developer - Judith Dionisio
- Designer/Developer - Eric dela Cruz
- Designer/Developer - Rocille Agustin
- Project Manager/Functional Architect - Geoff Evans
- Technical Architect/Developer - Glenn Martin
- Change Management - Chelle Stringer

Barry G. Parr

Project Manager

Professional Summary

- **Areas of Expertise:** Expertise as both a business manager and technology manager implementing state of the art applications. Innovative problem solver with strong managerial and communication skills. Proactive abilities to partner with all levels of management to resolve issues and produce desired results. Managed and coordinated efforts utilizing off-shore development center and System Integrators.
- **Overview:** Senior information systems professional, manager, leader, and coach with exceptional skills in a variety of information technology disciplines.

Work Experience

2007 – 2009 **Consulting Director – Oracle Corp.** (Oracle acquired SPL in Jan. 2007)

2004 – 2006 **Services Director – SPL WorldGroup**

- Determined the deployment of appropriate Project Directors and Consultant resources for project implementations to ensure project skills address requirements for our implementation services from 125 available resources.
- Completed CIS staff employee performance reviews, professional talent development, and recruitment, training, and mentoring of 50+ consultants.
- Managed talent acquisition of Project Directors and implementation Consultants covering expansion and replacement of 55% of current staff.
- Delivered accurate forecasting of resources, and the maximization of Consultant utilization to minimize bench strength to less than 5% and attain billable utilization greater than 75%.
- Supported East Regional Director for project portfolio management and presentations to client management for Oracle's implementation and project management methodologies for Implementation Services.

2000 – 2003 **Project Director – SPL WorldGroup**

- Provided the implementation cost estimates to Account Executives and sales team for proposals and pre-sales activities for 8 potential Implementation Services contracts.
- Prepared and presented project plans, project cost estimates, Statements of Work, and conducted contract negotiations with prospective clients such as Alliant Energy.
- Directed the production support efforts for the converted legacy CIS systems and coordinated project team and client efforts for future planned enhancements.
- Conducted IV & V's (Independent Validation and Verifications at multiple Utilities to assure project management and implementation methodologies were executed.

- Managed the project team for the system upgrade efforts for custom code, interfaces and modifications through the product development team to meet client business processes and system requirements at Texas Utilities and City of Albuquerque.
- Directed project team for the interface efforts, data conversion, core product modifications, and porting of custom development between product platforms that included business process re-engineering at Texas Utilities and City of Albuquerque.
- Presented SPL and Client executive status updates of projects, and monitored construction progress to meet the client's project implementation schedule.

1998 – 2000 **Director, Project 2000 – Nicor Gas**

- Led the corporate-wide Y2K project that was on time and under budget by \$2 million with no interruption in gas service to customers, and no disruptions in normal business operations or services provided by information technology.
- Directed the efforts of 100+ employees and consultants to assure compliance by conducting the assessment, remediation, testing, and implementation for noncompliant systems.
- Managed project and resource plans for the mainframe and client-server environments, embedded systems, telecommunications, contingency plans, year-end operating plan, and the year-end rollover schedule for personnel.
- Managed the cooperative Y2K compliance efforts with major pipelines, other local distribution companies, financial institutions, major customers, and suppliers.

1997 – 1998 **Systems Manager, Corporate Information Systems - Midcon Corp.**

- Responsible for the management of a staff of eight (8) people with \$800,000 budget, for the development, implementation, and maintenance of the Company's Procurement, Materials Management, Project Tracking, Pipeline Tariff & Rates Systems, and Engineering Business systems.
- Managed the replacement of the mainframe purchasing, requisitioning, receiving, and inventory costing system utilizing PowerBuilder software and Sybase database.
- Re-engineered business processes for two major initiatives, 1) Order management capabilities, and 2) Procurement, engineering, and gas transmission.

1986 – 1997 **Project Manager, Systems Development - MidCon Corp.**

- Directed the building of a Gas Volume Measurement Editor and the construction of an Electronic Measurement Data Warehouse of hourly/daily/real-time gas measurements and gas qualities for 3000-meter sites.
- Responsible for the development and implementation of an online Inventory System for a \$25 million inventory at 50 field offices.
- Managed the development and implementation of a new month-end Inventory Costing and Subsidiary Ledger System with interfaces to the General Ledger.

ADDITIONAL WORK EXPERIENCE: Manufacturing

Barber-Greene Company (Now Caterpillar Paving Products)

- Multiple management positions in Information Technology and Accounting functions with latest role as Manager, Manufacturing Information Systems. Directed responsibilities for the Cost Accounting and Internal Reporting staff of 16.
- Responsible and accountable for the selection and planned implementation of integrated manufacturing and financial software valued at \$1,000,000. Conducted the manufacturing resource planning education for 60 executives and functional managers.
- Managed the improvements in ROI for product line inventories and controlling the conversion of the annual \$60,000,000 sales forecast into a monthly detailed unit forecast. Developed and modified business processes and procedures for interfacing cost accounting, purchasing, and order entry systems impacting manufacturing systems.

Education

- MS, Information Systems Management, Aurora University
- BA, Accounting, Aurora University

Professional Development

- PMP Certification (in-process)
- ITIL v3 Foundations Certification
- Multiple Project Management & Implementation Methodologies
- Leadership Series Courses and Supervisor Training
- Project Management, American Management Association

Memberships & Affiliations

- Current PMI Member

Bill Weber

Project Manager

Professional Summary

- **Areas of Expertise:** Enterprise Portfolio and Project Management for the Energy Industry. Significant experience managing Customer Care System/CIS & Billing-Utilities (SPL's CC&B), Mobile Data Workforce Management, Enterprise Asset Management, Outage Management and Meter Data Management systems.
- **Overview:** Twenty plus years of demonstrated project management experience delivering large complex application solutions. Eighteen years experience implementing integrated solutions for the Electric, Gas and Water Utility customers. Ten years experience implementing and managing Utility CIS systems along with eight years experience implementing Mobile Workforce Management Systems (MWFM) for Electric, Gas and Water Utility customers. Performed quality assurance reviews for CIS projects. Managed OMS and EAM implementation projects.

Work Experience

2008–Present **Practice Manager/Project Director – EP²M, L.L.C.**

- Responsible for CIS project management, development and execution.
- Omaha Public Power District – Project Manager for the CIS system replacement project (CC&B).
- Veolia Water Indianapolis - Project Manager for the CIS system replacement project (CC&B). Working with GIEAU project manager based in France to provide project advice and implementation direction. Worked with VWI to develop detailed project plan for VWI team members. Managing project issues and risk mitigation plans. Providing support for plan execution to ensure the success of the project.

2007 – 2008 **Director Professional Services - eMeter Corporation, San Mateo, CA**

- eMeter provides software that enables electric, gas, and water utilities to realize the full benefits of their Advanced Metering and Smart Grid initiatives.
- Oversaw multiple Meter Data Management (MDM) implementation projects.
- Recruited and hired 5 professional services staff.
- Negotiated partnership contracts with 4 new services partners.
- Prepared professional services estimates and negotiated statements of work.

1998 – 2007 **SPL WorldGroup**, San Francisco, CA

- SPL WorldGroup (now Oracle) is a leading provider of revenue and operations management software for the utilities industry and tax management software for government organizations. SPL delivers best-in-class solutions for customer care & billing, mobile workforce management, outage & distribution management, and asset management that are specifically designed for electric, gas and water utilities.

Service Director (2004 – 2007)

- Coached, mentored, developed and groomed professional services staff.
- Cultivated and managed “C” level customer relationships.
- Fostered cooperative environment between professional staff and corporate departments.
- People managed project teams of upwards to 50 people.
- Built highly reference able accounts.
- Achieved 110% of goals in 2006.
- Achieved 140% of goals in 2005.
- Managed and accountable CIS implementations including: Knoxville Utilities Board, City of Tallahassee, TEP and JEA.
- Performed CIS Quality Audit for Delta N.V. in the Netherlands.
- Performed CIS Quality Audit for Companhia de Gas in Brazil.
- Performed Mobile Workforce Management System Quality Audit.

Project Director (1998 – 2003)

- Lead a high-risk \$7 million project which resulted in collecting a \$500,000 contract performance bonus on time on budget delivery.
- Served as a Global Advisor to customer care & billing projects.
- Performed CIS Quality Audit for Origin Energy in Southern Australia.
- Performed CIS Conversion Quality Audit for PG&E.
- Omaha Public Power District- Managed successful implementation of customer care & billing product which resulted in SPL achieving highest customer satisfaction ranking.

1993 – 1998 **Senior Project Manager – Mobile Data Solutions Inc., Utilities Business Unit**, Richmond, B.C.

- Recruited to join the existing management team following company’s acquisition of prior employer.
- Challenged to build strategic reference sites and expand market share throughout North America.
- Managed \$5 million dollars worth of fixed priced project work involving company products, systems integration services and consulting expertise. Achieved excellent profit margins. Projects were critical to mark penetration and future product integration capabilities. Established key account relationships.

- Volunteered current project to pilot technical productivity tools and reduced labor costs by 30%.
- Coached project team of 14 in delivering a product solution in record time.
- Managed first delivery of products using ARDIS and Ericsson wireless networks.
- Coordinated the publication of a project success in Wireless Systems Design Magazine 10/97.
- Managed a high-risk project, which resulted in collecting a \$100,000 contract performance bonus.
- Negotiated, closed and delivered over \$3 million dollars worth of value added services.

1991 – 1993 **TTI Technologies Inc.**, Tampa FL

Director of Operations, 1993

Senior Project Manager, 1991-1992

- TTI Technologies is a provider of Order Scheduling, Dispatching, and Wireless Communication products for the Utility Industry.
- Recruited by this subsidiary of the company to turn around failed integration projects, avoid litigation and assist in the shutdown and/or sale of operations.
- Managed a staff of 25 in the development of order scheduling, dispatching and wireless communication products for the Utility Industry.
- Secured an additional \$1.2 million dollars of business.
- Succeeded in launching new product called Order Scheduling System.

1988 – 1991 **GE Consulting Services**, Philadelphia, PA

Project Manager, 1990-1991

Senior Technical Consultant, 1988-1989

- GE is a diversified technology, media and financial services company. Products and services range from aircraft engines, power generation, water processing and security technology to medical imaging, business and consumer financing, media content and industrial products.
- Assisted Technical Director in developing Marketing Plans.
- Supervised the phased implementation of a computer chargeback system for a prestigious Philadelphia university.
- One of only six consultants selected to formulate a five-year Information Technology Plan for a \$1.5 billion dollar manufacturing division.
- Created and delivered in house technical training courses on a variety of topics.

1985 – 1988 **SEI Corporation, Wayne, PA**

Senior Systems Analyst, 1988

Technical Consultant, 1985-1987

- SEI is a leading global provider of outsourced asset management, investment processing, and investment operations solutions.
- Supervised a team of five in the design, development and implementation of an order processing, contract management and billing system.

1981 – 1985 **Electronic Data Systems (EDS), Plano, TX**

Data Base Analyst, 1985

Systems Engineer, 1981-1984

- EDS is a business and technology solutions provider whose portfolio encompasses information-technology, applications and business process services, as well as information-technology transformation services.
- Streamlined Cost Model / RFP software to reduce pricing run times by 60%.
- Implemented enhancements which enabled company's Navy Marine Division to win a \$1 billion dollar contract.
- Modeled, designed, coded and implemented financial billing sub-systems for a major university client.
- Coordinated a financial sub-systems operations move and led a claim form design team for a Health Insurance Company.

Education

- Masters Certificate in Applied Project Management, Villanova University, 2003
- B.S. Business Administration, Shippensburg University, 1981 (Graduated upper 10%)
- EDS Systems Engineering Program, 1984 (Graduated 2nd in class)
- Completed additional courses in: Presentation Skills, Negotiation Skills, Project Management, Database Analysis and Design, Structured Analysis

Aya Zucker

Project Manager

Professional Summary

- **Areas of Expertise:** Expertise covers a large variety and different aspects of software development, maintenance and management, both as a client and a vendor. Results oriented, believe in team work and cooperation as a key for success.
- **Overview:** Extensive experience in managing large-scale package implementation of customer car, accounts receivable, billing and document management systems. Achieved success by using project management best practices as well as directing major change management activities at SPL and PG&E.

Work Experience

1999 – 2003 **Project Director, PG&E – SPL WorldGroup (now Oracle Corp.)**

- Defined the scope, milestones and activities of the project
- Provided forecast and track progress and budget of work and resources using MS Project and Excel
- Managed directly a large development team (30 people) for external interfaces to the product to other ERP Product and proprietary systems
- Managed a technical and functional experts team at the client site (15 people) to lead and support client's activities such as package configuration, testing, training and technical tuning in the different business areas
- Coordinated and oversaw a large development team (30 people) for the enhancements to the product
- Managing client's expectations and relationship

1998 **Project Director – SPL WorldGroup**

- Managed implementation of DASR interface at Tucson Electric
- Managed a development team partly overseas
- Oversaw integration with the client systems
- Planned and controlled the work and budget using Microsoft Project
- Reported using the MS Office products

1997 – 1998 **Project Director – SPL WorldGroup**

- Responsible for Project Management Methodology in SPL Israel
- Implemented the SPL WorldGroup's internal project management methodology in SPL Israel.
- Established a project managers interest group within the company
- Adjusted the methodology to the local market and needs

1996 – 1997 Project Director – SPL WorldGroup

- Project manager for the Israeli Defense Force (IDF) large-scale document management system implementation based on Microsoft and Oracle technologies
- Defined the scope of the project.
- Evaluated potential software tools and hardware and deciding on the software and hardware configuration.
- Defined the project plan.
- Managed the project and participating in all its stages - design, development and the deployment.

1994 – 1995 Project Manager – SPL WorldGroup

- Management of a large development team within a large project of the IDF
- The project replaced the backbone information system of a major IDF corp with a state-of-the-art Client/Server system.
- Head of the storage & retrieval subsystem, a 10-person team consisting of high-level designers and programmers.
- The team responsibilities included:
 - Support of implemented subsystems.
 - Addition of new features to the existing subsystems.
 - Design and development of a new subsystem for graphical information.

1992 – 1994 Manager - IDF

- Managed the DBA team. The team was responsible for the database design, database support for the entire project, and development of a high-level database infrastructure.
- Manager of a large bench-mark made to decide on the software tools and hardware environment for the project.

1986 – 1992 System Analyst – IDF (Military Service)

- System analyst and DBA manager in the unit's main new project (above mentioned).
- Analysis and design of the system.
- Management and execution of a large benchmark made to decide on the software tools and hardware environment for the project.
- Responsibility for the implementation of the database technology into the IDF systems in my unit.

Education

- Israeli Defense Force (IDF) Computer Academy (“Mamram”) graduate, 1986 (equivalent to a BA university degree in computer science)
- Project Management course (“Sela” institute)
- System analysis course (CSA degree from the Israel Chamber of Information System Analysis) (IDF)

Frances Couzens

Functional Architect

Professional Summary

- **Areas of Expertise:** Utility applications and programs (Customer Information Systems, Meter Data Management, Renewable Energy). System implementations, upgrades, maintenance and support. Business process analysis, conversion, interfaces, training, testing, reporting, deployment. Product demonstrations, product development, QA, and releases. CIS selection process.
- **Overview:** Over 30 years experience in information technology, including 24 years of utility industry. Experience with all aspects of application development and system implementation. Expertise in Customer Information Systems, including 15 years of experience implementing Oracle's CIS product line (CC&B, PeopleSoft ERM, and CIS Plus).

Work Experience

5/09 to Present **Architect - EP²M, LLC**

- Provide functional architect support for current projects.
- Lead architect for the OPPD CISPLus to CC&B migration project.
- Lead architect for the City of Tempe CC&B implementation project.

10/06 – 4/09 **Director, IT Customer Applications - Tucson Electric Power**

- Manage Business Support and Application Development teams to support all computer applications used to support the customer lifecycle – Meter through Cash. Noteworthy projects include:
 - Implementation of UES Gas & UES Electric customers into existing CC&B system.
 - Upgrade of CC&Bv1.5.15 to version 2.2.
 - Meter Data Management system implementation.
 - DSM / Renewable Energy program management implementation.
 - Three rate case implementations.
 - Member of Oracle's Customer Advisory Board for the CC&B product.
 - Presented at West Coast Smart Metering conference.

7/04 – 9/06 **Architect - SPL WorldGroup**

- Architect, Global Delivery Unit for UniSource Energy (Tucson Electric Power) CIS+ to CC&B migration project.
- SPL lead for CC&B Product configuration and Business Process streams.
- Presented Business Process workshops covering over 100 processes for the client's 3 utility companies statewide (TEP, UES Gas, and UES Electric), including finalization of the process flow and business work instructions.

- Key functional CC&B product resource to conversion, training, interface and customization efforts.
- Provide support and problem resolution for TEP implementation.

1/04 – 7/04 **Manager - BearingPoint, Inc.**

- Organizational Change Management Consultant to City of Albuquerque.
- Managed the Organizational Change requirements and activities needed to ensure a smooth transition from a 30-year-old legacy billing system to a web-based Customer Information System (PeopleSoft CIS).
- Created Commutations Plan and managed its execution.
- Developed Training Strategy, Job Impact Analysis, and Workforce Transition Plan.

2/02 – 1/04 **Architect - Blue Heron Consulting**

PeopleSoft CIS upgrade project at Chelan County PUD

- Created “to be” business processes, employing best practices.
- Analyzed and amended system configuration to support new business processes.
- Guided client in developing end-user training program, and “train the trainer”.

PeopleSoft Revenue Management System (RMS) implementation project at Waste Management

- Evaluated business requirements against PeopleSoft’s CIS product and designed solutions to resolve gaps.
- Worked with CRM Architects to define the integration between PeopleSoft’s CRM and CIS systems.
- Worked with interface and conversion teams to design technical solutions and provide design approval.
- Provided advisory support to the client’s business area stakeholders.

Knowledge Center Resource

- Developed training manuals for CIS system.
- Evaluated RFP responses and assisted in preparing project estimates.
- Provided functional and technical support to sales team and other current implementation projects.

11/98 – 2/02 **SPL WorldGroup**

Sr. Product Consultant – Sales Support group (07/01 – 02/02)

- Performed SPL’s CorDaptix product demonstrations and presentations for prospective customers.
- Evaluated prospective customer’s business requirements against CorDaptix functionality.
- Prepared configuration and transactional data to show product in both scripted and unscripted demos.

Project Manager – Global Delivery group (09/00 – 07/01)

- Worked on projects to implement SPL’s PeopleSoft CIS at clients’ site – Public Sector and Investor Owned Utilities.
- Led Discovery, Process Analysis, Training, Implementation, Acceptance, and Follow-up phases.

Sr. Product Architect – Product Strategy group (11/98 – 09/00)

- Established new Quality Assurance (QA) group to support SPL's products – PeopleSoft CIS and CorDaptix.
- Managed the QA process for two product releases of PeopleSoft CIS and first release of CorDaptix.
- Determined product direction and requirements for new functionality to incorporate into product.
- Established business relationships with other vendors of interfacing software.

10/97 – 10/98 **Owner - Frandango, Inc.**

- Handled all aspects of company's administration and marketing.
- Managed company's fleet of fire fighting vehicles and personnel on contracts in the movie industry.

5/93 – 10/97 **Systems Analyst - Tucson Electric Power Company**

- Member of CIS project team from requirements phase through installation for installation of SPL WorldGroup's CIS Plus system.
- Key participant in defining system requirements; vendor evaluation and package selection; fit gap sessions and modifications definition.
- Headed team responsible for package modification, and system testing.
- Managed QA reporting and performed vendor liaison role.
- Developed and performed "How to Select a CIS Package" presentation at CIS Conference.

7/92 – 5/93 **Applications Engineer - Fred Meyer, Inc**

- Project Manager for a new beta-release check collection system.
- Designed conversion, interfaces, and reporting components.
- Managed internal development team.
- Interfaced with vendor developing base system.

9/84 – 7/92 **Supervisor - Tucson Electric Power Company**

Applications Services Group Supervisor – Construction & Operations Applications (08/90 – 07/92)

- Supervised Project Leaders, Business Analysts, and Programmers assigned to the team.
- Prioritized and assigned work; directed estimating, analysis, design, and implementation of new and modified business applications.
- Established departmental policies, procedures, and standards.
- Hired and promoted project personnel, and prepared annual performance evaluations.
- Managed the implementation of a Materials Management system replacement project.

Systems Analyst (05/88 – 08/90)

- Team Lead for General Ledger system replacement project.
- Worked closely with end users to define system requirements and design, and to provide training and support.
- Supervised and trained development personnel.

Programmer Analyst (09/84 – 05/88)

- Project Manager/Architect of a custom Fixed Assets system upgrade.

- Designed and implement a custom Payroll Based Stock Ownership Plan (PAYSOP) system.
- Performed analysis, design, coding, testing, problem determination and resolution for Customer Accounting / Utility Billing, Payroll, Employee Benefits, Accounting, and Share Holders systems.

Other Employment

2/80– 8/84 - **Computer Sciences Corporation**

- Member Technical Staff – Infonet Division (07/83 – 08/84)
- Technical Support Analyst – Business Services Division (02/80 – 07/83)

7/78 – 10/79 - **Los Angeles Herald Examiner**

- Computer Operator (06/79 – 10/79)
- Data Control Clerk (7/78 – 06/79)

Education

- Computer Learning Center, Los Angeles, CA – 1978
- Certificate in Computer Systems and Programming

Philip Rev C. Salem

Designer / Developer

Professional Summary

- Overview: IT Consultant with experience in system development and design in the Utilities industry for Oracle Utilities Customer Care and Billing ® using COBOL, JAVA, Oracle SQL and Crystal Reports.
- Areas of Expertise: Develop and support several modules involving various subsystems in CC&B. Proficient in supporting environment issues across different platforms and packaging deliverables.

Work Experience

Aug 2009 – Present **Designer/Developer – EP²M, L.L.C.**

- Tucson Electric Power/UniSource Energy – Development of code in CC&B Configuration Tools
- Omaha Public Power District – Completed External and Internal Designs for interfaces; development of interface code using XAI/XML and Java.
- Cedar Falls Utilities – Oracle Customer Care and Billing Software Development Kit Installation.
- Tucson Electric Power/UniSource Energy – Web Automation Project Developer. Development using CC&B XAI/XML Services.

Apr 2007 – July 2009 **Designer/ Developer/ Packager - Oracle-SPL Philippines**

- Bord Gais Ireland – Development of code in Cobol, Java, Crystal Reports, Oracle SQL Stored Procedures, CC&B Configuration Tools and Web languages XJS, JSP, etc).
 - Prepared, tested, and reviewed code release packages
 - Installation and maintenance of Bord Gais Off shore environment and product patches.
- Estonia Energia – Development of code in Java
 - Simple Designs in Java

Education

- BS in Computer Science, 2007, University Of Santo Tomas

Training

- CC&B V2.1 and V2.2 Training
- CC&B Configuration Tools
- CC&B Java and V2 Framework
- Crystal Report
- SQL Performance Enhancement Training
- CC&B Packaging Training
- CC&B Package Reviewer Training

Training Conducted

- CC&B Packaging Standards Training

Willys Chang-Mah

Senior Designer

Professional Summary

- **Areas of Expertise:** Quality Assurance/Testing Analyst, CC&B upgrade architecture analyst, CIS Plus designer, Project implementations, Oracle CC&B Trainer. Oracle Customer Care & Billing (CC&B), SPL CIS Plus, Oracle PeopleSoft CIS 7.6/8.8, Soluziona's OMS - Outage Management System and EIS – Executive Information System.
- **Overview:** Mr. Chang-Mah's primary area of expertise is in the full life-cycle implementation of mid/large scale computer based information systems. Since, 1991, he has actively participated in large business implementations for the Utilities sector. Projects include: La Electricidad de Caracas (Venezuela), Meralco (Philippines), TXU, Knoxville Utilities Board, PG&E, Enwin (Canada), Tucson Electric Power, Las Vegas Valley Water District, Trigen (Veolia Energy).

Work Experience

2007 – Present **Designer– EP²M, L.L.C.**

- City of Tempe – Conversion Architect responsible for the conversion strategy/design/architecture for the City's implementation of CC&B.
- Kansas City Power and Light – Designer for the integration project to merge multiple customized SPL developed CIS systems into a common CIS system.
- Tucson Electric Power/UniSource Energy – Designer for CC&B Planned Maintenance Project to upgrade CC&B from v1.5 to v2.2. Developed Gap Analysis documentation. Delivered Archiving functionality presentation. Developed Archive/Purge strategy and design.
- Trigen – Quality Assurance Analyst for implementation of Oracle Customer Care and Billing System (CC&B). Worked with client on testing strategy and developed test scripts.

2006 – 2008 **CC&B upgrade architecture analyst – Las Vegas Valley Water District**

- Worked in the CCB product architecture team. Came up with a catalog of enhancements to be added to the CCB core product based on best standards for utilities practices.
- Assisted/advised in the development of CC&B implementer's training curricula.
- Clients: LVVWD, TEP

2004 – 2008 **Quality Assurance Analyst**

- Quality Assurance / Testing (PeopleSoft CIS 8.8, CC&B V.2.1.0)
- Clients: LVVWD and Trigen (Veolia Energy)

2000 – 2004 **Designer/Business Analyst - SPL Worldgroup, Inc**

- Development, customization, testing and implementation of SPL Customer Information systems: CC&B, Cordaptix®, PeopleSoft CIS and CIS Plus.
- Designing, BPA and testing for CC&B: TEP, PG&E
- Migration from PS CIS to Cordaptix: TXU
- Designing and testing for PeopleSoft CIS: Enwin, KUB.
- Designing and testing of CIS Plus: Northern Kentucky Water, CSU.

1996 – 2000 **Team Leader - Soluziona, Inc (formerly known as Ibersis)**

- Development, customization, testing and implementation of Information systems for the Utility industry: Customer Information Systems (CIS), Outage Management Systems (OMS), Executive Information Systems (EIS) and Management Information Systems (MIS). All systems are based on mainframe installations, serving 300,000 to 3 million customers.
- Team leader of OMS (Outage Management System) development team: Gathered and conceptualized business requirements. Designed interfaces with Scada, Work Order Management
- Team leader of EIS (Executive Information System): Gathered, conceptualized, and prioritized executive information needs. Critical Success Factor used as methodology. Design data integration among different sources of information.
- Evaluated and made a preliminary design of Data Warehouse solution (Oracle Express).

1994 – 1996 **Systems Analyst-Programmer - La Electricidad de Caracas**

- Development, customization, testing and implementation of Information systems for the Utility industry: Customer Information Systems (CIS) and Management Information Systems (MIS). Mainframe environment (Natural/Adabas/Cobol/MVS)
- Team leader of MIS development team: Gathered, conceptualized, and prioritized managerial information needs related to the CIS.
- Optimized CIS critical batch jobs execution, reducing the execution window in 2 hours by making use of JCL's User exits Sort/Iceman utilities.

1994 **Analyst-Programmer - Freelance**

- Development, testing and implementation of Stock Brokerage system for a financial institution with a staff of 40 brokers, under mainframe environment (Natural/Adabas/MVS).

1992 – 1994 **Analyst-Programmer - Banco Industrial de Venezuela**

- Conceptualization, development, testing and implementation of Information Systems for a Banking institution, under mainframe environment (Natural/Adabas/MVS).
- Participated as a team member representing business applications area, in order come up with the strategy and impacts during a major upgrade of Hardware/Software infrastructure.

- Maintained interface between the institution and the Federal Reserve regulatory system.

1992 **Consultant- Ernst & Young, LLP**

- Strategic Information Planning for a large metallurgical company, resulting in software, hardware and human resources infrastructure aligned to corporate strategies and directions. Conducted interviews with executive staff. Critical Success Factors and Ernst & Young methodology was used to come up with strategic information planning. Worked with IEW Case tool.

1990 – 1991 **Intern OJT/Analyst-Programmer - La Electricidad de Caracas**

- Conceptualized and developed Decision Support System (DSS) to assist tactical management in the decision making process in the area of Work Order Management. Also, performed an operation research based analysis to reduce customer queues when paying bills.

Education

- B.S. Computer Science, Univ Central of Venezuela, December 1991
- Minor in programming language compilers and information systems

Training

- Business Architect, Product Implementation Methodology, Business Analysis and Diagnosis, Negotiation Skills, Structured Systems Analysis and Design.

Fernando Morais

Designer

Professional Summary

- **Areas of Expertise:** Implementation, configuration, and customization of the Oracle/SPL CIS product line including CC&B, CorDaptix, PeopleSoft ERM, CIS Plus, and Enterprise Tax Management (ETM) system.
- **Overview:** Over 25 years of experience in the planning, design and implementation of computer applications. Expertise in database creation and administration. Specializing in the development of structured on-line and batch database systems. Adept at data modeling and ERD formulation. Familiar with a wide variety of programming tools. Proven project and team management abilities. Excellent analysis & problem-solving skills.

Work Experience

2008 – Present **Designer/Developer – EP2M, L.L.C.**

- CC&B Interface designer for Omaha Public Power District CC&B migration project.
- Philadelphia Gas Works (PGW) – providing support to Oracle for maintenance support on PGW's CIS Plus system.

2008 **IT Consultant - Precision Systems Design**

- Working at Kansas City Power & Light, on specification and development of GUI screens, customizing and enhancing the existing SPL/Oracle's CISPlus® implementation.
- Development using Cincom VisualWorks Smalltalk v7.4 and v7.4.1.

2007 – 2008 **Designer - Oracle**

- Performed configuration and customizations of Oracle/SPL's ETM v2.1 (Enterprise Tax Management), according to specific requirements for every client.
- Created custom Portals, Info Zones, and Query Zones, to match specific needs.
- Managed and customized ETM's Web Self-Service application.
- Worked on-site in Frankfort, KY, performing conversion work. The activities were related to an ETM implementation project for the Kentucky Department of Revenue.

2007 – 2007 **Systems Engineer - CyberShift**

- Installed and configured CyberShift's Workforce Management Suite on local servers for remote access, according to specific requirements for every client.

- Defined, scheduled and executed maintenance tasks on Test, QA and Production environments, including fixes, additions and upgrades.

2006 – 2006 **Technical Support Engineer - IBM**

- Provided Level 1 technical support to IBM's Latin America customers on IBM Informix Dynamic Server (IDS) database suite.
- Analyzed complex database problems and defined solutions as needed to resolve critical situations.
- Performed problem verification by isolating and replicating steps to reproduce the problem.
- Provided technical support on configuration and initialization of Informix database instances, configuration of client connectivity, configuration and management of memory and disk usage, and utilization of Informix database tools.
- Performed troubleshooting and defined corrective actions by the analysis of problem descriptions and Informix system reports, such as assert failure logs, online logs, configuration files, onstat outputs, Unix system commands outputs, and problem diagnostic documentation.
- Successfully applied customer satisfaction techniques while working on a call center environment.

1998 – 2006 **Application Developer - SPL WorldGroup, Inc.**

- Performed data mapping tasks to facilitate the import of legacy data into CC&B's databases (Oracle).
- Developed batch interfaces in Microfocus Cobol to upload/download files generated/requested by external applications (meter reads, payments, field orders, etc.).
- Created and implemented procedures to integrate external products with client's applications.
- Delivered coding changes to existing PeopleSoft modules, using PeopleTools and PeopleCode.
- Designed, developed, tested, and modified programs and new/existing graphic user interfaces (GUIs), to facilitate CISPlus implementations at various utility company sites, with VisualWorks Smalltalk v2.5.2.
- Identified and resolved GUI issues during product implementations.
- Worked in-house or on-site for customers such as Philadelphia Gas Works, Omaha Public Power District, City Utilities of Springfield, Northern Kentucky Water, Lee County Electric Cooperative (FL), Colorado Springs Utilities, South Maryland Electric Cooperative, and several others.
- Created web-based application and database to manage clients' service requests, using IIS and MS SQL Server. Carried out installation, configuration, and administration of an internal web server.

1990 – 1997 **COPEL - Parana State Energy Company**

Web Designer / Web Server Administrator (1996-1997)

- Implemented and managed a corporate Intranet for 2,500 users at multiple locations (IIS, WinNT).
- Developed departmental websites using variety of programming languages and web tools.
- Provided HTML and ASP technical support for systems analysts and programmers, in areas such as web editing, database access, client-side processing, performance, and more.
- Served as HTML and ASP instructor for internal training programs.
- Key member of New Technologies Evaluation Team. Analyzed and recommended acquisition of products for use in web infrastructure management and support, and database administration.

Data & Database Administrator / Technical Support Analyst (1990-1996)

- Performed data modeling and database maintenance on multiple databases. Worked with users to identify needs, evaluate changes and additions, and define the conceptual/logical/physical data models.
- Carried out data normalization, and coordinated all phases through to final implementation.
- Documented entities, attributes, and relationships in corporate data dictionary system to facilitate extraction of automated Entity Relationship Diagrams (ERDs) by various business units.
- Managed changes and additions in ADABAS and Oracle databases. Performed database maintenance. Reorganized tables. Streamlined batch processing. Tracked requests.
- Provided technical support to programmers and analysts. Served as Data Administrator, using Predict and ERWin to manage ADABAS and Oracle databases. Carried out database/application programming.

1987 – 1990 **Production Analyst /Systems Analyst - TELEPAR – Parana State Telecommunications Company**

- Team Manager, responsible for control of corporate batch processing activities. Oversaw five supervisors and several indirect reports in batch processing of all financial systems.
- Additionally supervised processing of service orders and maintenance of phone book, as well as monthly processing of phone bills and transmission of information to financial institutions.
- Coordinated job scheduling, preparation, submission, quality control, delivery, printing, and backup functions. Performed all system troubleshooting and maintenance.
- Communicated closely with all business departments regarding issues and proposed changes.

- Improved internal systems efficiency by working with systems analysts to automate order processing submission procedures. Assisted with application design, testing, launch, and training.

1985 – 1987 **Programmer - CELEPAR – Parana State Data Processing Company**

- Developed systems and programs for all departments within state government, including Education, Water & Sewer, Agriculture, and several others.
- Programmed applications in Natural/ADABAS, IBM COBOL, with CICS, ADAMINT and Easytrieve.

1982 – 1984 **Programmer - Softscience Computing Systems**

- Languages: Assembler (Zilog Z-80), Sinclair BASIC, GW-BASIC, QBASIC.

1982 **Programmer - SENAI – National Service of Industrial Apprenticeship**

- Languages: Burroughs Assembler SL-3 and SL-5

Education

- BS in Systems Analysis, Catholic University of Parana State, Curitiba, Brazil (1990)
- BS in Civil Engineering, Federal University of Parana State, Curitiba, Brazil (1980)

Technical Skills

- **Oracle Products:** SPL/Oracle's CISPlus, CorDaptix / CC&B (Customer Care & Billing) and ETM (Enterprise Tax Management)
- **Applications:** Informix, Oracle, ADABAS, SQL Server, Predict, ERWin, Data Dictionary, PeopleSoft, PeopleTools, MS Office, Paint Shop Pro, multimedia applications
- **Development Tools:** Smalltalk, Natural, COBOL, Microfocus COBOL, SQL, BASIC, HTML, ASP, CSS, JavaScript, VBScript, web tools, object-oriented programming
- **Operating Systems:** Windows, UNIX, Linux
- **Other Tools/Skills:** Data Modeling, Call Center, IIS, web server administration, MailEnable Mail Server, FTP servers, SMTP/POP3
- **Languages:** Fluent in English, Portuguese (native), and Spanish. Basic Italian.

Steve Cates

Technical Architect

Professional Summary

- **Areas of Expertise:** Database Administration (DB2, Oracle, SQL Server, UDB), system administration and performance tuning. Oracle/SPL CC&B application administration, including system upgrades and application of fixes/patches.
- **Overview:** Over 15 years developing and supporting DB2 database systems; over 7 years developing and supporting Oracle database systems. Excellent understanding of DBA roles and responsibilities; able to interface well with development teams and internal clients.

Work Experience

03/2010 – Present **Technical Architect – EP²M, LLC**

- Performed multiple CC&B server and client installs of Oracle 10g on Solaris Unix and Red Hat Linux.
- Install and setup Unix and Windows based CC&B application server environments deploying WebLogic, TomCat and Oracle 10g back end instances.
- Installed multiple DB2 V8 (full function) subsystems and supporting components (workload manager, TCP/IP and stored procedure builder) for Z/os 1.7 and Z/os 1.8.
- Installed CC&B development and quality assurance CC&B Archiving tool environments.
- Performed Oracle DBA role for CC&B customization development groups.
- Installed maintenance of CC&B application and database service packs and single fixes.
- Deliver CC&B customized database client deliverables.

05/2006 – 03/2010 **Senior DBA – Pacific Gas & Electric (for Oracle Corp)**

- Assist developers in using efficient DB2 and Oracle SQL coding techniques.
- Performed multiple CC&B server and client installs of Oracle 10g on Solaris Unix and Red Hat Linux.
- Install and setup Unix and Windows based CC&B application server environments deploying WebLogic, TomCat and Oracle 10g back end instances.
- Performed client proof of concept analysis on data migration CC&B Configlab utility tools.
- Installed multiple DB2 V8 (full function) subsystems and supporting components (workload manager, TCP/IP and stored procedure builder) for Z/os 1.7 and Z/os 1.8.
- Wrote Perl script programs for Oracle customized module software releases.
- Developed CC&B Config Lab tool DB processes, maintenance objects to promote control, metadata, master and transaction tables between test and production

application environments. Utilized CC&B application viewer or dictionary to define maintenance objects.

- Debug CC&B program logic based on monitored trace log captures with defect resolution.
- Installed CC&B development and quality assurance CC&B Archiving tool environments.
- CC&B release 2 configuration tools training. Installed and configured CC&B V2 environments with Config Lab compare source and archive registrations.
- Performed Oracle DBA role for CC&B customization development groups.
- Installed maintenance of CC&B application and database service packs and single fixes.
- Deliver CC&B customized database client deliverables.

03/2005 – 05/2006 **Senior DB2 and UDB DBA – Harry and David**

- Maintained DB2 objects and DB2 supporting datasets, based on well defined web based application environments.
- Performed installation of Z/os-DB2 Version 8, Insight/DB2, and SAS.
- Assisted developers in using efficient SQL coding techniques.
- Developed and evaluated DB2 traces (accounting, statistical, performance) information.
- Help design and implement DB2 stored procedure modules.
- Performed system benchmark proof of concept validation tests for multiple DB2 subsystems.
- Implemented DB2 database release management methodologies for database and data incremental changes.

05/2000 – 03/2005 **Senior DBA – SPL WorldGroup**

- Defined naming conventions for DB2 objects and DB2 supporting datasets, based on well defined multiple application environments.
- Performed installation of DB2, DB2PM, SMS, and QMF.
- Assisted developers in using efficient SQL coding techniques.
- Developed and evaluated DB2 traces (accounting, statistical, performance) information.
- Managed schemas for DB2 and Oracle between different operating system environments.
- Setup, and coded Oracle and DB2 stored procedures and functions for reporting modules.
- Help design and implement DB2 archiving data module, to move data from production schema to archiving schemas.
- Synchronized and compared DB2 and Oracle physical data comparison models in ER/Win.
- Performed customer information system benchmark database scalability tests for largest utility nationwide (PG&E).
- Implemented DB2 database release management methodologies for schema and data roll out incremental changes.
- Performed data analysis skills on CorDaptix schema, this is a sister database schema to Peoplesoft 8.
- Other non-database activities include hardware/software lease agreements, configurations and re-certifications.

01/2000 – 05/2000 **Oracle DBA Consultant – DoDots, Inc**

- Installed Oracle 8 on NT and Solaris in support of an internet startup development web based application environment.
- Developed performance and monitoring scripts to enable automation solution for DBA utilities.
- Developed web-based PL/SQL reports as input to internal financial charge back system.
- Assisted the transition outsourced production Oracle DBA support role to in-house DBA responsibilities.
- Reviewed and evaluated existing schemas models for entity relationship validation concepts.
- Supported engineering staff in developing SQL queries/sub-queries and JDBC connectivity.

09/1998 – 01/2000 **DB2, IDMS and Oracle DBA/Consultant – United Airlines**

- Major responsibilities include IDMS/DB2 production and development database administration support role for maintenance operation center.
- Provided database administration support role entails initial data modeling analysis, functional schema object package migration, schema production support changes control and documentation.
- Provided DBA On call support for Walker Systems Purchase Order application.
- Role included quality assurance to production schema object and data migrations.
- Assisted with initial Oracle database design phase for corporate high visibility engineering application.
- Developed automated database QMF scripts to assist in production monitoring and historical trend analysis.

02/1997 – 09-1998 **Technical DBA Support/Design Specialist – Forecross Corp.**

- Provided hands on technical support for client's database and automated IDMS ADSO/ADSA program conversion techniques.
- Database conversions and data migrations consist of DB2, Oracle, IDMS, and Sybase re-designs.
- These projects include converting IDMS or ADSO/ADSA components to pseudo-conversational CICS/DB2 or Oracle program packages/units.
- IDMS schema database designs are scripted to DB2 database schema object functional equivalency.
- All aspects of IDMS to DB2 application development conversion design knowledge was optimized for high performance.
- Some other responsibilities include Microsoft SQL/Server database technical support for Year 2000 automated application project.

12/1993 – 02/1997 **Technical Services Director – Affiliated Computer Services, Inc.**

- Management responsibilities included 10 senior level technical employees within three distinct technical groups.
- Each technical group involved my technical knowledge for hands-on involvement.
- Supported DB2 DBA tasks for development and production environments, CICS/DB2 client application and system support, Novell and Windows NT LAN/WAN

implementations, Windows NT/SQL Server client/server customer information application design. Code programs in COBOL, CICS, SAS, and Assembler.

- Designed and implemented JARS/Wizard program interfaces for customer billing information system.
- Assisted as primary technical support for high profile clients.
- Tasks included feature support in MVS, CICS, DB2 system upgrades and implementations, disaster recovery drills, DB2 performance and tuning with Insight/DB2, DB2 object migrations using Platinum program products, facilities and project management.

03/1990 – 12/1993 Senior Systems DBA- Affiliated Computer Services, Inc.

- Installed, maintained, tuned and monitored various relational and non-relational database software technologies in DB2, CA/DATACOM/DB, ADABAS, Oracle SQL/Net, IDMS/DB/DC and IMS/DB.
- Designed CICS/DB2 database government electronic benefits transfer project using Bachman Information Systems Data Analyzer and DBA Tools.
- This project required formalized vendor check-point presentations during the project life cycle design with IBM partnership.
- Each check-point was reviewed for logical data modeling and physical database schema object structure validations.
- Unique application requirement for the DB2 DBA design was a twenty-four by seven operational cycle.
- This was achieved by designing multiple partition table spaces based upon government state and timestamp columns and rolling the historical data forward.

10/1987 – 03/1990 Systems Architect – Electronic Data Systems Corp.

- Initial start was a senior systems analyst with MTECH Corporation in developing, installing, and maintaining a credit card authorization automated teller machine application.
- Application was written in CICS COBOL and VSAM file structure access.
- Coordinated several CICS/VS application benchmarks to achieve strict requirements of high transactional volumes.
- Certified with VISANET and MasterCard for newly designed credit card authorization system.
- Managed project design and implement an open-ended routing application for a switch processor automated teller machine network. In 1989, Electronic Data Systems acquisition changed my role to start developing system architecture utilities interfacing CASE tools such as PACBASE and APL.
- Later on in the project life cycle the architecture utilities were implemented in DB2 instead of VSAM file structures.

05/1984 – 10/1987 Senior Systems Analyst – Computer Task Group

- Designed, developed, and coded many programs in CICS/DLI COBOL, CICS/IDMS-DC COBOL, CICS/VSAM and CICS/IDEAL on various consultant assignments.
- I was responsible as team leader on a high profile application design that involved interfacing with executive management.

- Designed and coded an inventory control and purchase order system application in CICS/DLI.
- Coded and unit tested CICS/IDMS-DC applications for a major insurance corporation.
- Operated many types of computers and programmed applications in RPG II, COBOL/VS, DBASE II-III and Basic languages.
- Pioneered the first local area network(LAN) in Dallas, Texas using XNET and twisted pair cable technology. Assist with programming a LAN network inventory control and purchase order tracking system application in Dbase III and Basic. The twenty four node network was designed with a RAM drive look-up for file sharing and locking.

Education

- Texas Technical Institute – Dallas Texas, 1978; Certificate in Data Processing
- North Lake Community College – Irving Texas, 1980
- Abilene Christian University – Abilene Texas, 1982

Technical Skills

- Tools: DB2 Connect, Platinum DBA tools, QMF, DB2PM, Insight/DB2, Omegamon DB2, Oracle Warehouse builder, Oracle Work Flow manager, Oracle 10g Grid Control
- Other: Oracle CC&B, REXX, COBOL, IBM PC and compatibles, Windows, UNIX Kornshell and Perl scripting, RACF, SMS, IPCS, Walker Systems(AP, GL), Bachman Information DA and DBA tools, Wylbur, IDMS, ADSO/ADSA, Adabas, Natural, Datacom/DB-DC, IMS/DB, Oracle 8 and 9, CICS, VSAM, PACBASE, Crystal Report, Writer, ER/Win, SQLPLUS, Microsoft SQL.

Mandy Sollenberger

Trainer

Professional Summary

- **Areas of Expertise:** Business Analysis, Test Strategy and Test Plan development, Training Strategy and Training Plan development, Functional requirements analysis, business process design, and CC&B script design. Experienced with Oracle Utilities Customer Information and Billing Systems: Oracle Customer Care and Billing System (CC&B, CorDaptix, CIS Plus).
- **Overview:** 7 years of CIS experience with regulated and deregulated utilities. Detail-oriented business analyst with an excellent work ethic, and passion to produce top quality deliverables and solutions for her clients. Broad knowledge of Credit and Collections and Billing processes. Energy and utility industry expertise with focus on customer care and billing along with call center processes. Proven ability to manage multiple tasks with excellent communication and facilitation skills.

Work Experience

10/08 – Present **Business Analyst – EP²M, L.L.C.**

- City of Tempe (COT)-Provided unique customer solutions and in depth analysis of business processes. Worked closely with the Lead Architect to develop appropriate client solutions. Responsible for recording information in daily analysis meetings, tracking open issues, writing External Design documents for all necessary system enhancements and providing training support.
- Omaha Public Power District (OPPD). Providing support for CIS Plus to CC&B migration project. Conducted training for Core Team. Key participant in functional workshops during Analysis phase; responsible for taking notes, following up on action items, and preparation of Process Analysis report. Provided unique customer solutions and in depth analysis of business processes. Developed and delivered training course for 60+ personnel to prepare them for system testing.
- EP²M - Develop Core Team Training course. Create and maintain personnel database. Lead functional development of reports design. Provided functional support at Oracle CC&B demonstrations.
- Philadelphia Gas Works – Developed test plan strategy. Conducted unit testing. Coordinated efforts with a diverse team.

7/04 – 9/08

Colorado Springs Utilities, Colorado Springs, CO

Trainer, Tester, and Analyst for CC&B, 2/06 – 9/08

- Provided reliable support to CC&B Implementation Team Lead, recommending qualified and innovative solutions on complex issues.
- Performed analysis, testing, and training for implementation of CC&B v1.5 from CIS Plus.
- Developed CC&B training plans and materials. All training material was either newly developed, or updated from the CIS Plus training material. Developed both classroom material and quick guides.
- Taught train-the-trainer courses for the CC&B implementation. Also filled in for trainers as needed. Provided classroom assistance to trainers.
- Provided SWAT team support for the call center and walk-in centers for two months after CC&B go-live.
- Served as a liaison between end-users and internal developers and programmers.
- Developed complex scripts to include: programming, testing, and design. Scripts were developed to make processes easy for end-users and ensure consistency in following established processes.
- Coordinated and determined business operations needs for business processes related to credit, remittance, and billing.
- Interviewed end-users to determine requirements and business needs for data, reports, analyses, and performance.
- Collaborated and forged productive relationships with entire CC&B transition team to effectively produce win-win results.
- Thoroughly researched and analyzed previous CIS+ processes and procedures to assess the feasibility of these processes in the CC&B system.
- Self-educated on advanced system programming to strengthen my support level on the CC&B project.
- Troubleshoot system problems as they arise organization wide.
- Experience in training new users on CC&B system and processes.
- Thorough knowledge of the “V” diagram and cycle of service.
- Experienced in establishing custom configuration in CC&B.
- Familiar with navigation of CC&B Admin table.
- Experience documenting needs and specifications of reports.
- Experience testing all phases of the Cycle of Service.

Credit Revenue Specialist, 7/07 – 9/08

- Analyzed and researched complex customer billing concerns and information history.
- Familiar with general rates, codes and tariffs, estimation methods, advanced mathematical concepts, advanced billing calculations and customer service principles.
- Prioritized daily work as well as multi- task to ensure proper completion of assigned duties.
- Investigated possible fraudulent account activity to include subterfuge situations.

- Coached and trained credit revenue employees on new and updated processes related to CC&B –served as the SME in department performing intricate billing corrections, etc.
- Handled face to face customer interactions, requiring calm and professional demeanor in often difficult and adverse situations.
- Handled cash and balancing of various tender while providing superior customer service.

Customer Service Representative, 7/04 – 7/07

- Established utility service accounts for commercial and residential customers.
- Accurately reviewed, analyzed and responded to customer billing concerns and requests.
- Resolved billing and credit issues promptly and documented information accurately for account history.
- Adjusted well to multiple and changing priorities.
- Effectively worked in a collaborative manner with people at various levels throughout the organization.
- Communicated information clearly, logically and effectively, both orally and written.
- Volunteered to peer train new representatives stressing team work, system knowledge, use of customer feedback tool, and optimal usage of customer service skills.
- Proven comprehensive knowledge and understanding of the Customer Information System (CIS Plus), Customer Feedback System, Microsoft Office Suite, Lotus Notes, Intra/Internet, and CC&B.
- Provide advanced support of multiple projects to include but not limited to: AskUs, Landlord Desk and CO Desk.

Education

- Pikes Peak Community College - Associates Degree – Communications
- Colorado State University-Pueblo – Bachelors, Sociology, 2010
- Certified Paralegal

Skills

- Microsoft Office Suite to include: Excel, PowerPoint, Access, Word
- CC&B (in depth), Info mart, RMS (Queries and Entries)
- Interpreting business processes, workflows and requirements
- Transform data into information and develop analytical solutions
- Develop and execute functional, Unit and Regression Test plans
- Perform systematic research, data and process analysis
- Strong interpersonal and verbal and written communication skills
- Exceptional critical thinking and problem solving

Geir Hedman

Business Analyst / Trainer

Professional Summary

- **Areas of Expertise:** Business Analysis, Training Strategy and Training Plan development, Functional requirements analysis, and business process design. Experienced with Oracle Utilities Customer Information and Billing Systems (CC&B, PeopleSoft CIS, CIS Plus) and Oracle Enterprise Tax Management (ETM).
- **Overview:** Over 15 years experience in utility business operations in a supervisory capacity, and as a trainer in PeopleSoft CIS, CC&B and ETM. Three years experience in tax business operations as a trainer, documentation support and testing support of ETM.

Work Experience

1999 – 02/2011 **Business Consultant/Training Specialist – Oracle Corp (formerly SPL)**

- Part of Product Development Group; created Best Practice Processes
- SAT and Deloitte in Mexico City - Conducted ETM Fundamental training
- Kentucky, CTS – Provided documentation support and data set-up for end user training
- Dutch Taxing Authority - Provided testing support on CC&B and ETM
- Provided core team, implementer, functional and end user training, documentation and support to departments at various clients (to list a few – Kentucky, CTS, Dutch Tax Authority, Tucson Electric, Las Vegas Valley Water District, PG&E, and Miami Dade Water).
- Provided implementation support for call center, billing, accounting departments and field support for clients of PeopleSoft CIS and CC&B.
- Provided business operations support and testing support for clients using PeopleSoft CIS, CC&B and ETM.

1994 - 1999 **Office Supervisor, Western Division – Minnesota Power**

- Supervised office staff, maintained billing processing and correction for 78,000 accounts.
- Oversaw write-off and credit & collection activities for all utility and non-utility customer agreements. Structured daily workflow and payment of bills for the office and worked with the Chamber of Commerce on public relations.
- From 1997 to 1999, also conducted training for SPL at various customer sites, on CIS and CIS+.

1987 – 1994 **Group Merchandiser, Montgomery Ward & Co.**

- Hired, trained and scheduled associates; planned and directed all phases of departmental operations; merchandising and coordination of all special projects.

Education

-
- University of Minnesota, Duluth

Rodrigo Gajitos

Designer/Developer

Professional Summary

- Areas of Expertise: Customer Care & Billing Design and Development; CIS Plus© Application Design and Support; Mobile Workforce Management Design and Implementation; PeopleSoft ERM Development and Design.
- Overview: Six years experience with SPL, working on CIS Plus© Application, PeopleSoft ERM, and Mobile Workforce Management. Worked as a Developer, Designer, Team Lead, and Architect.

Work Experience

04/08–Present **Designer/Developer – EP²M, L.L.C.**

- Tucson Electric Power/UniSource Energy – Designer and Development Team Manager for Demand Side Management and Renewable Energy program automation/implementation in CC&B. Facilitated design sessions. Developed technical designs. Overseeing build/testing phase and deployment.
- Lafayette Utilities System – design and development of customizations for their PS ERM to CC&B migration project.
- Philadelphia Gas Works (PGW) – providing support to Oracle for maintenance support on PGW's CIS Plus system.
- Miami Dade Water and Sewer – providing design and development of data conversion programs, VSAM file to PeopleSoft ERM. Performing testing, troubleshooting, performance tuning, and analysis as required.
- Omaha Public Power District (OPPD) – developed and designed interface modules using COBOL and CC&B configuration tools.
- El Paso Electric – provided support for the customized modules done in CC&B.
- City of Tempe (CoT) – developed and designed interface and enhancement modules using COBOL, CC&B configuration tools and JSP.

07/07-03/08 **Designer/Developer – Independent Consultant**

- Provided Post Go-Live support to address functional and technical issues for Orlando Utilities Commission (PeopleSoft ERM 8.9).
- Designed and Developed modules for Catalyst (CC&B 1.5.15).
- Provided training in COBOL development for CGE/TXU (CC&B 1.3).

04/01-07/07 **Designer/Developer – SPL WorldGroup Philippines**

Manila Team Lead for MWM, Nov 2005 – June 2007

- Mobile Workstation Management.
- Managed workload and releases.
- Used C++.
- Provided support for existing system.

Technical Architect, Sept 2006 – June 2007

- Client: Hawaiian Electric Co.
- Managed workload and releases.
- Site Implementation.
- Used C++ and Development Tool Kit.

Functional Architect, Mar 2006 – May 2006

- Client: Omaha Public Power District
- Managed workload and releases.
- Interacted with client to resolve issues.

Team Lead, Nov 2005 – Feb 2006

- Client: Toronto Hydro.
- Mobile Workstation Management.
- Managed workload and releases.
- Used C++ and Development Tool Kit.

Support, Nov 2004 – Nov 2005

- Client: Tucson Electric Power.
- Managed workload and releases.
- Used Natural and COBOL.
- Provided support for existing system.
- Data conversion from mainframe to web-based application.

Team Lead, June 2004 – Nov 2004

- Client: Las Vegas Water District
- Manage workload and releases.
- Uses PeopleSoft 8.8/Peoplecode 8.42/COBOL.
- Develop New Modules and perform QA Works.
- Functional Design of modules.

Developer, Feb 2004 – June 2004

- Clients: Recall Corporation, Jacksonville Electric Authority, City of Sacramento.
- PeopleSoft 8.8/Peoplecode 8.42/COBOL.
- Developed new modules and performed QA Work.
- Functional design of modules.

OSS Analyst North America Team Lead, Oct 2003 – Feb 2004

- Handled the following Clients: City Utilities of Springfield, Idaho Power Company, Omaha Public Power District, Tucson Electric Power, Philadelphia Gas Works.
- Used Natural / SmallTalk.
- Managed workload within the North America Team.
- Functional and technical design of change modification requests.
- Fixed errors reported by clients, performed testing, and QA work.

OSS Analyst, Apr 2001 – Oct 2003

- Natural/SmallTalk.
- North American Clients: City Utilities of Springfield, Idaho Power Company, Omaha Public Power District, Tucson Electric Power, Philadelphia Gas Works.
- Europe and Middle East Clients: NPower, EDF, Atlantic Power.
- Fixed errors reported by clients, performed testing, and QA work.

12/00 – 04/01 Kodak Express Monitoring System – Independent Consultant

- Designed and developed with Visual Basic.
- System that monitors inventory and service rendered by the Service Support team of Kodak Philippines. Also included forecasting of inventory.

Education

- De La Salle University Manila, Bachelor of Science in Computer Science Specializing in Information Technology, 2000

Training

- Nov-Dec 2005 Mobile Workforce Management Training - The training includes the use of DevToolKit and MWM Functionality.
- Nov-Dec 2003 PeopleSoft Training - The training includes COBOL and PeopleCode programming that involves various workshop and exercises.
- Oct 2003 Train the Trainer - This is to enhance knowledge transfer in and out of the company. Training includes teaching techniques and handling trainings.
- May-Aug 2003 Smalltalk Training - Training includes hands-on Smalltalk application and overview of Object Oriented programming.
- Feb-Apr 2001 Natural Training - Entry-level Natural training provided by SPL. This includes extensive natural programming and panel presentation.

Pia Erika Leano-Gajitos

Designer/Developer

Professional Summary

- **Overview:** IT Consultant with experience in project management and system development and design in the utilities industry for Oracle Utilities Customer Care and Billing ® and PeopleSoft ® CIS using COBOL and Oracle. A constant performer, always conscious of budget and deadlines. Goal-driven and a team-player.
- **Areas of Expertise:** Gather and identify client requirements and formulate effective and efficient solutions for CC&B. Develop and support several modules involving various subsystems in CC&B. Provide onsite counterpart with a clear view on the progress of development. Made sure that the team delivers on time, with high quality, and is constantly motivated.

Work Experience

07/2009 – Present **Designer/Developer – EP²M, L.L.C.**

- OPPD – Designed and developed modules using COBOL and CC&B configuration tools.
- TEP – Developed conservation programs using CC&B configuration tools.

2003 – 07/2009 **Project Manager/Designer/Developer - Oracle Philippines (formerly SPL WorldGroup)**

- Eesti Energia AS - Lead a group of designers and developers in providing a customized solution to the client, ensuring that deliverables are of high quality and are submitted on time. Arranged the development plan.
- Vattenfall - Lead the Manila Development Center team in providing support for the onsite team.
- BordGais -Lead the Manila Development Center team in providing support for the onsite team. Provided all necessary documentations and communications to onsite team to give them a snapshot on how well the Manila Development Center team is progressing. Managed all technical decisions that could be done remotely from the project. Worked onsite to be part of the process analysis phase. Led the migration team while onsite. Worked closely as a designer for CM, debt management, and billing subsystems of CC&B.
- Various EMEA Projects - Was involved in different EMEA projects, mostly during the design and development phases.
 - ADWEA – Wrote Internal Designs particularly on meter reading, payments, and interface.
 - EAC – Wrote Internal Design on billing and interfaces. Did code reviews.

- Moalajah – Did code reviews.

- Northern Ireland Electric – Was the main contact person in Manila Development Center for any T&D related issues. Designed modules for workflow management, meter read processing, Internet security, user- interface, billing and background process. Worked onsite to provide support during the testing phase. Also helped in identifying and evaluating project variations/change requests.
- Origin Energy Asset Management (OEAM) - Developed several modules and conducted testing for the following functionalities: Meter Read Upload, Workflow processes.
- Artesian Water - Developed modules for billing in connection with rates.
- ComGas Brasil - Supported post-production stabilization period and retrofits for upgrade. Provided onsite support during Go-Live. Updated internal designs to fit current business process. UI development for write off, meter read upload review panel, and customized bill page. Developed several modules and conducted testing for the following functionalities: Billing, Credit and Collections, Rate Management, Payment, Open Item Accounting, Bank Interface.

2000 – 2003 **Marketing-IT Specialist, Avon Cosmetics Inc.**

- Analyzed business processes; produced requirements specifications; programmed in Visual Basic; provided support for the Global Branch Store System; Handled the Point-of-Sale System for the whole Avon Philippines.
- Greatly involved in marketing – product line control and was trained in trending sales.

Education

- BS in Computer Science with specialization in Information Technology, 2000, De La Salle University

Training

- CC&B Estimation Process
- CC&B Java and V2 Framework
- Crystal Report
- XAI Application
- CC&B Training
- Coaching Workshop for SPL
- Time Management Seminar

Judith Ann Dionisio

Designer / Developer

Professional Summary

- Areas of Expertise: Design, development, testing, and implementation of Oracle's CIS products for the Utility Industry. Extensive experience with Customer Care and Billing System (CC&B) and PeopleSoft ERM.
- Overview: 5 years of design and development experience using Java, Cobol, Oracle SQL developer, and PeopleSoft tools. Developed both functional and technical design specifications. Perform Quality Assurance on technical design specifications, code, and test plans. Mentor and train entry-level developers.

Work Experience

10/08-Present **Designer - EP²M, LLC**

Designer/Developer, CC&B V2.2

- Unisource Energy, USA
- Creating Functional Designs given customer specified modifications using Java, COBOL, and Configuration Tools and detailed Technical Designs given functional level design documents and reviewing documents and modules.
- Developed and unit-tested change handlers, algorithms, batch programs and Config Tools objects such as UI Maps, Zones and Scripts.
- Managed and assigned tasks to teammates and made sure they understood the requirements.
- Reviewed the codes and test plans submitted by teammates.

On-site Assignment to Tucson, Arizona, USA, Nov 2008 – Feb 2009

- Traveled to USA for on-site support for a client (Unisource Energy) and work on tasks such as fixing defects/QAs, creating functional designs, provide technical help for Planned Maintenance and packaging deliverables. Increased in functional and technical knowledge of the product being developed.

4/05 – 9/08 **Senior Consultant/Designer, Oracle Philippines Corp.**

- Consultant with experience in system development design & programming in Oracle® Customer Care and Billing (CC&B) for the Utilities Industries. Developed designs and programs mostly in JAVA and COBOL.

Designer, CC&B V2, Jul 2007 – September 2008

- Integrated Energy Systems, Russia

- Involved mostly in creating Functional Designs and Technical Design Specifications and reviewing documents and modules.
- Document and translate customer business requirements into high quality Functional Designs for JAVA modules and configuration tools such as UI Maps, Query Zones/Info Zones, and BPA Script within agreed timeframes.
- Converted Functional Design into Technical Design Specifications for change handlers, algorithms and batch programs mostly in JAVA and made sure that the developers clearly understood the requirements.
- Peer reviewed the Technical Design Specifications developed by other designers on the team.
- Developed and unit tested change handlers, algorithms, user interface and zones using JAVA, COBOL and HTML/JSP/XJS.
- Reviewed the codes and test plans submitted by developers.
- Provided/reviewed detailed estimates for Design and Development phases based on functional requirements.
- Provide support during system testing and user acceptance testing.

Designer, CC&B V2, May 2008 – Jul 2008

- Palm District Cooling, Dubai
- Involved in peer reviewing the Technical Design Specifications and JAVA modules.
- Peer reviewed the Technical Design Specifications for change handlers, algorithms and batch programs in JAVA.
- Provided/reviewed detailed estimates for Design and Development phases based on functional requirements.
- Reviewed the codes and test plans submitted by developers.

Designer, CC&B V2, July 2008 - Jan 2007

- Abu Dhabi Water and Electric Authority, UAE
- Worked as part-time designer.
- Created Technical Design Specifications based on client requirements for COBOL Row Maintenance User Exits.
- Provided detailed estimates for COBOL Row Maintenance User Exits.
- Reviewed the codes and test plans submitted by developers.

Designer/Developer, CC&B V2, Jan 2007 – Mar 2007

- Bord Gais, Ireland
- Worked as part-time designer/developer.
- Peer reviewed the Technical Design Specifications for JAVA algorithms.
- Developed and unit tested COBOL batch programs and routines.

Developer, PeopleSoft CIS, Jan 2007

- Orlando Utilities Commission, Florida, USA
- Worked as part-time developer.
- Developed and unit tested a fix for a Service Request relating to PeopleSoft CIS COBOL algorithm.

Designer/Developer, CC&B V2, Nov 2006 – Jun 2007

- Jacksonville Electric Authority, Florida, USA

- Involved in design and development of JAVA and COBOL modules. Converted Functional Designs into Technical Design Specifications for porting PeopleSoft CIS COBOL Codes into CC&B COBOL Codes, JAVA change handlers and algorithms.
- Developed and unit tested CC&B COBOL algorithms, routines and batch programs relating to Extract Files and Upload.
- Reviewed the codes and test plans submitted by developers.

Designer/Developer, CC&B, Oct 2006 – Nov 2006

- Dutch Tax Authority, Netherlands.
- Worked as part-time designer/developer.
- Converted Functional Designs into Technical Design Specifications for new COBOL plug-in spots.
- Developed and unit tested COBOL algorithms.

Designer/Developer, CC&B, Jan 2007, Oct 2006

- Electric Authority of Cyprus, Cyprus
- Worked as part-time designer/developer.
- Peer reviewed the Technical Design Specifications for COBOL modules.
- Provided support by investigating and developing a fix for COBOL User Exits.

Designer/Developer, CC&B, Sep 2006 – Oct 2006

- Tucson Electric Power, Arizona, USA
- Involved in designing/developing fixes, ensuring quality of deliverables and delivering them on-time during support phase. Mentored developers. Direct communication with the Project Director on-site.
- Assigned tasks to the developers and made sure they understood the requirements.
- Documented and translated customer business requirements into high quality Functional Designs for COBOL algorithms and batch programs.
- Reviewed the codes and test plans submitted by developers.
- Developed and unit tested fixes for COBOL algorithms.
- Mentored developers who just came out of CC&B COBOL Training Program.
- Packaged deliverables for the client.
- Sent regular status reports to the Project Director on-site.

Developer, PeopleSoft CIS, July 2006 – Aug 2006

- Recall Corporation, Georgia, USA
- Involved mostly in providing support prior to go-live.
- Developed and unit tested Change Requests relating to PeopleSoft COBOL batch programs and PeopleSoft Application Engines.

Developer, CC&B, Apr 2006 – June 2006

- Cobb Energy – Gas South, Georgia, USA
- Involved mostly in developing and unit testing COBOL modules.
- Developed and unit tested COBOL algorithms and batch programs.
- Provided support by investigating and developing fixes for COBOL User Exit programs.

Developer, PeopleSoft CIS, Oct 2005 – Mar 2006

- Air Line Pilots Association, Georgia, USA
- Involved mostly in developing and unit testing PeopleSoft and COBOL modules.

- Developed and unit tested interfaces, COBOL batch programs, routines, algorithms, PeopleSoft Application Engines and worklists.

On-shore Assignment to Atlanta, Georgia, USA, Oct 2005 – Dec 2005

- Traveled to USA as part of the development team to work on tasks developing modules for a client (Air Line Pilots Associations). Increased in functional knowledge of the product being developed.

Developer, PeopleSoft CIS, Jul 2005 – Sep 2005

- Orange County Utilities, Florida, USA
- Involved mostly in developing and unit testing PeopleSoft and COBOL modules.
- Developed and unit tested interfaces, COBOL batch programs, routines, algorithms, PeopleSoft Application Engines.

Other Responsibilities

- CC&B V2 Framework Trainer - Trained senior staff and entry-level trainees on CC&B V2 Framework. Developed exercises and created workbooks to help staff and entry-level trainees better understand the framework.
- JAVA Technical Interviewer - Assessed exams and conducted technical interviews for experienced applicants.
- Training Panelist - Part of a team that reviewed code and evaluated the workshop output of a trainee developer through a panel presentation.

Education

- University of the Philippines, BS Computer Science (Cum Laude), Quezon City, April 2005

Training

- Customer Care & Billing (CC&B) V2.2 Configuration Tools, Oracle, Philippines, 2008
- Introduction to Technical Analysis (On Stock Market), CitisecOnline, Philippines, 2007
- Customer Care And Billing (CC&B) V2 Framework Training, Oracle, Philippines, 2006
- In-House Java Programming Training, Oracle, Philippines, 2006
- Customer Care And Billing (CC&B) Fast Track Training, Oracle, Philippines, 2006
- Peoplesoft Customer Information System (CIS) & Cobol Training, Oracle, Philippines, 2005
- Opportunities to Succeed Seminar, Junior Chamber of Taguig, Global Inc., Philippines, 2004

Technical Skills

- **JAVA:** 3 years of work experience, 3 years of school experience, Oracle Customer Care and Billing V2.x, Eclipse, Oracle SQL Developer
- **COBOL:** 3.5 years of work experience, NetExpress, TOAD
- **Oracle SQL Developer:** 3 years of work experience
- **PeopleSoft:** 1.5 year of work experience, Application Designer
- **Scripts/HTML/JSP/XJS:** 1 year of work experience

Eric dela Cruz

Designer/Developer

Professional Summary

- **Areas of Expertise:** Design, development, testing, and implementation of large scale software applications. Extensive experience with Oracle's Customer Care and Billing System, PeopleSoft CIS, and Mobile Workforce Management System.
- **Overview:** Five of design and development experience using Java, Cobol, and UI screen building technology. Developed, enhanced, and maintained mission critical systems.

Work Experience

08/08 - Present **Designer - EP²M, LLC**

- Designed customer specified modifications using Java, COBOL, and Configuration Tools;
- Created detailed technical designs given functional level design documents;
- Developed and unit tested of JAVA, COBOL, and Config Tools based modules;
- Performed design/code reviews for peers.
- Customers included: HBWS, OPPD, Unisource Energy

12/06 – 08/08 **Designer - Oracle Philippines (Utilities Global Business Unit)**

- Worked for Customer Care and Billing System v2.01 projects:
- Developed customer specified modifications using Java, COBOL, and Config Tools.
- Created detailed technical designs given functional level design documents.
- Performed design/code reviews for peers.
- Contributed to the management of the team/project as a senior member of the team.
- Contributed to the development of the Market Messaging functionality using CC&B's Configuration Tools.

04/05 – 12/06 **Designer - SPL WorldGroup Philippines, Inc.**

- Worked for Mobile Workforce Management (MWM) projects:
- Participated in Product Training in Atlanta, GA.
- Developed customer specified modifications using C++ and MWM's UI screen building tool.

11/03 – 04/05 **Developer - SPL WorldGroup Philippines, Inc.**

- Worked for the Operational Support Services (OSS) Group;
- Provided post implementation support for PeopleSoft Clients;
- Resolution of reported program faults;
- Developed and unit tested minor enhancements.

2002 - 2003 **Practicum Trainee - Fiesta Brands Inc.**

- Worked with the Management Information System of the company:
- Took part the Human Resource Information System project of the company for its plant.
- Done systems analysis for the project and created Business Process Changes proposals for the HR and Payroll Department.

Education

- De La Salle University, Bachelor of Science in Computer Science, with Specialization in Information Technology, 2003

Training

- Basic Java Development, Oracle Philippines, 2008
- Basic COBOL Development, SPL WorldGroup, Philippines, 2003

Rocille B. Agustin

Designer/Developer

Professional Summary

- Areas of Expertise: SPL/Oracle's Customer Care & Billing (CC&B), PeopleSoft CIS, Cordaptix and CIS PLUS+. Skilled in programming languages Microfocus COBOL, Java, Natural, PeopleCode, SQL, Visual Basic, C and C++.
- Overview: Consultant with experience in system design, development, testing and quality assurance testing and code review using Oracle Customer Care & Billing (CC&B) for the utility industry.

Work Experience

02/2010 – Present **Designer/Developer – EP²M, L.L.C.**

- Honolulu Board of Water Supply – design and development of custom algorithms and interfaces. Primary liaison between customer team and EP2M development team.
- Omaha Public Power District – Completed development for the following:
 - Letters Extract Batch, General, Landlord, Budget, Rate Warning, Collection, Billing and Credit Letters Extract;
 - Workforce Management Interface XAI Receiver for FA Updates and Completion;
 - Payment Processing Interface (Deposit and Tender Control Closing and Creation).

03/2003 – 02/2010 **Designer – Oracle Corp (formerly SPL WorldGroup)**

Managed Services

- Member of Managed Services (MS) team supporting SPL/Oracle Customer Care & Billing (CC&B) post-implementation for Cobb Energy.
- Previous clients were City of Sacramento (COS), Grant County Public Utility District (Grant County PUD), Jacksonville Electric Authority (JEA), Knoxville Utilities Board (KUB), City of Ocala (COC), Hydro Ottawa (HO), and Recall (RCL) for PeopleSoft and Lee County Electric Cooperative (LCEC) and Catalyst Energy for CC&B.
- Responsibilities included:
 - Managing the client Service Requests;
 - Analyzing, fixing, and testing of reported bugs;
 - Designing and developing change request needs;
 - Performing in-depth quality assurance testing and code review;
 - Directly interacts with the clients to determine requirements;
 - On call 24/7 to support client needs;
 - On-site support for City of Sacramento (COS) and Cobb Energy.
- Subsystems: Customer Information, Financial Transactions, Billing, Rates, Payments, Adjustments, Field Orders, Meter Management, Credit and Collections, Workflows and Budgets

Professional Services

- On-site enhancement development of Customer Care & Billing (CC&B) – formerly known as CorDaptix – for Pacific Gas & Electric (PG&E).
- Responsibilities included on-site development and testing for change requests for two months in San Francisco, and direct interaction with designers thru email, phone or in person;
- Subsystems: Customer Information, Billing, Adjustments and Rates.

Operation Support Services (OSS) (now known as Managed Services)

- Lead the G2-North Americas team supporting CISPlus post-implementation clients that include Colorado Springs Utilities (CSU), Idaho Power Company (IPCo), Omaha Public Power District (OPPD), Philadelphia Gas Works (PGW), and Tucson Electric Power (TEP).
- Responsibilities included:
 - Managing the team of 5-8 members;
 - Supports and mentors team members;
 - Analyzing, fixing, and testing of reported bugs;
 - Designing and developing change request needs of various G2 clients;
 - Performing in-depth quality assurance testing and code review;
 - Directly interacts with the clients and other designers thru email, phone or in person;
 - On call 24/7 to support client needs.
- Subsystems: Customer Information, Financial Transactions, Billing, Rates, Payments, Adjustment, Deposits, Budgets, Letters, Service Orders, Meter Management, Credit and Collections, Customer Contacts and Security.

Operation Support Services (OSS) (now known as Managed Services)

- Part of the G2-North Americas team supporting CISPlus post-implementation clients that included Colorado Springs Utilities (CSU), Idaho Power Company (IPCo), Omaha Public Power District (OPPD), Philadelphia Gas Works (PGW), and Tucson Electric Power (TEP).
- Responsibilities included:
 - Analyzing, fixing, and testing of reported bugs;
 - Designing and developing change request needs of various G2 clients;
 - Performing in-depth quality assurance testing and code review;
 - Directly interacts with the clients and other designers thru email, phone or in person;
 - On call 24/7 to support client needs.

Technical Skills

- Programming Languages: Natural, Peoplecode, Microfocus Cobol, SQL, Visual Basic, C and C++
- Databases: DB2, Oracle, and SQL Server
- Operating System & Network Skills: Windows NT4, MS-DOS, Windows 95, 98, 2000, XP, Unix and MVS.
- Experienced on Query Manager, Application Designer, PeopleTools 7.xx and 8.xx.

Education

- Bachelor of Science, Computer Science with specialization in Software Technology, De La Salle University, Manila, Philippines, 2002

Geoffrey Evans

MWM Practice Manager

Professional Summary

- **Areas of Expertise:** Mobile Workforce Management and Enterprise Asset Management systems for utility applications. Management of implementation and upgrade projects for large scale, mission critical systems. Specific expertise with the Oracle Utilities suite of applications.
- **Overview:** Over twenty-three years of practical experience in challenging and complex positions. This experience is complemented by constructive personal characteristics, such as, loyalty, an egalitarian perspective, and a composed approach to solving difficult problems. My driving ambition is the respect and confidence of co-workers, clients and partners. I enjoy every opportunity to apply my experience in innovative ways to meet new challenges.

Work Experience

2009–Present **MWM Practice Manager - EP²M LLC**

- Responsible for business development and services related to Oracle Utilities Mobile Workforce Management (MWM) system implementations, upgrades, and support.
- Project Manager/Functional Architect, Omaha Public Power District, MWM Upgrade Assessment - Performed a cost/benefit analysis and requirements/gap analysis for Omaha Public Power District regarding the upgrade of their current Oracle Mobile Workforce Management (MWM) solution, v1.4.2, to the 1.5.x version.

2/02 – 12/08 **Project Director - Oracle Corporation**

- Responsible for delivery of large mobile workforce, customer information, and asset management engagements.
- Responsible for leading or assisting business development efforts for mobile workforce, customer information, and asset management opportunities. Customers included:
 - Atlanta Gas Light Resources - Project Director for the implementation of Oracle's Mobile Workforce Management solution. This project was (and still is) the largest and most complex deployment of Oracle's MWM product. AGLR owns five operating companies from New Jersey to South Florida. The project centralized dispatch and scheduling operations for all five operating companies, including over 850 service crews.
 - Nevada Power Company - Project Director for the implementation of a mobile work force management solution. This project marked the development and initial deployment of the MWM solution using handheld/CE devices. In addition to the standard implementation lifecycle, the project included the analysis, design

and construction of the CE version of MWM. Another significant challenge of this project was the requirement to design and build an interface across NPC's proprietary trunk radio frequency network. Since each NPC crew averages over 100 orders per day, the scheduling and efficiency requirements for this project were intense.

- Omaha Public Power District - Project Director for the implementation of a mobile workforce management solution. This project was at risk of failing. I was engaged to take the project over, resolve a large number of technical and organizational issues and lead the project to completion.
- Central Hudson Gas and Electric - Project Director for the implementation of a mobile workforce management solution. This project was the first major upgrade of a client from a custom version to the standard product architecture. The project was also the first to replace the Click Software scheduling component with Oracle's new, integrated Enterprise Real-time Scheduler.
- United Illuminating - Project Director for the implementation of a mobile workforce management solution. This project went live in October, 2008. Client upgraded from highly customized version of MWM with the Click Scheduler to the standardized architecture with the Enterprise Real-time Scheduler component.

1998 – 2002 **Vice President, Information Technology Solutions - NAC International**

- Profit and Loss responsibility for new, international Strategic Business Unit.
- Developed and executed start-up and market penetration strategy for new Strategic Business Unit.
- Responsibility for all marketing, business development, delivery and client support activities.
- Comision Federal de Electricidad- Laguna Verde, Asset Management/Workflow Automation - Identified, developed and closed the opportunity and then served as the Project Manager for the implementation of an Asset Management/Automated Workflow solution for the Laguna Verde Nuclear Electric Generating Station in Veracruz, Mexico. This three-year, turnkey project was performed in three major phases:
 - The first phase, Proof of Concept, provided a comprehensive, in-depth analysis of Laguna Verde's configuration management requirements and business processes. The Proof of Concept Phase provided a strategy to develop these processes into specifications and identified the ideal technology components to satisfy all requirements.
 - In the second phase, Pre-Production, all assets and documents pertaining to two major systems were loaded into the system to demonstrate the critical functional capabilities of the entire solution.
 - The final phase, Production, was highlighted by the delivery of the solution across all of Laguna Verde's systems, automation of over 500 workflow processes, general user training and data conversion.
- International Atomic Energy Agency, Cost Benefit/Feasibility/Remediation Analysis - Identified, developed and closed the opportunity and then served as the Project Manager for the Cost/Benefit Analysis, Feasibility Study and Remediation Plan of a key program administered by the International Atomic Energy Agency (IAEA) in Vienna, Austria. This project identified and analyzed the systems and processes employed by the IAEA to manage accountancy and safeguards information for fissile

materials stored within the borders of 120 countries. Under its charter, the IAEA is responsible for monitoring and enforcing the United Nations Nuclear Non-Proliferation Treaty pertaining to the handling, storage and disposition of fissile materials.

1995-2000 Owner/President - Eagle Restaurant Group

- Developed, constructed, and operated two restaurants in the Atlanta area. Increased revenue 20-45% year over year, with profits well above industry averages. Acquired in October, 2000.

1985 –1995 The Southern Company

Business Development Manager 1992

Project Manager 1990

Information Resource Manager 1988

Senior Information Systems Analyst 1985

- Managed national and international business development for asset management solutions.
- Developed and conducted sales and marketing programs.
- Managed large software development/process improvement projects.
- Managed the Information Systems requirements for nuclear generating station.
- Development and delivery of end-user training programs.
- Application support of enterprise-wide applications.

Project Manager, Customer Information System Business Model, Electricity Supply Board of Ireland/The Southern Company

- Project Manager for a joint venture between The Southern Company and the Electricity Supply Board of Ireland for the development of a Customer Information System Business Model. The Business Model defined the “business” of customer service for the two utilities.
- Facilitated Joint Application Development design sessions both in the US and Europe that identified the processes modeled this information into the Entity Relationship Diagram and the Activity Hierarchy.
- Led the interaction analysis, as well as, the documentation of the System Workflow, Process Logic Diagrams and Process Action Diagrams.

Project Manager, CEZ, Temelin Nuclear Station, Enterprise Asset Management (EAM) Project Analysis

- Project Manager for the analysis of the plant management system requirements for asset maintenance, materials and document control at the Temelin Nuclear Station in the Czech Republic.
- The project included developing a strategic plan to integrate the existing applications and technology with the new applications. The analysis and planning tasks encompassed necessary enhancements, conversion of existing systems, redevelopment of applications in the Slavic language, installation of the information technology infrastructure and a training program for the general user community.

Project Manager, Czechoslovak Consultants, Ltd.,

Enterprise Asset Management (EAM) Sales and Marketing Program

- Developed and executed a proprietary “Train the Trainer” sales and marketing program for the Eastern European resellers of an integrated enterprise asset management system (EAM). The Sales and marketing program included conducting the initial curriculum and instructing key personnel in the primary functionality of an integrated plant management system, detailed implementation methodology and market penetration plan.

Project Manager, Boston Edison- Pilgrim Nuclear Station, Nuclear Plant Asset Management System Implementation

- Developed and closed the opportunity and then served as the Project Manager for the implementation of an asset management solution for the Pilgrim Nuclear Power Station.
- Managed the evaluation of the requirements of the utility against the existing functionality of the applications, the enhancement of the applications to meet the requirements, the design and acquisition of the technical facilities necessary to support the integrated applications, the implementation of the applications, the conversion of the existing data, a training program for over 800 users and the migration to production.

Information Resources Manager, Georgia Power Company- Plant Hatch, Nuclear Information Technology Management

- Managed the information technology requirements of the Hatch Nuclear Generating Station in Baxley, GA. Responsibilities included development and execution of a two, five, and ten year strategic plan, coordination of all information technology initiatives for the nuclear power facility, direct supervision of plant and corporate information technology resources, budgeting, general administration and the coordination of all activities requiring off-site support. Also managed the upgrade of the on-site mainframe, the design and implementation of the new LAN and communications backbone, and the implementation and integration of numerous critical applications.

1985 Marketing Support Representative - Coin Financial Systems

- Implemented turnkey finance and insurance systems for auto dealerships and banks.

Education

- BBA, Information Systems, Georgia Southern University, 1985

Glenn E. Martin

MWM Technical Architect

Professional Summary

- Areas of Expertise: Mobile Workforce Management systems for utility applications. Management of implementation and upgrade projects for large scale, mission critical systems. Specific expertise with the Oracle Utilities suite of applications.
- Overview: More than 20 years experience in software application design and development in the Microsoft Windows and IBM OS/2 environments. Performed in high-visibility roles on various projects, coordinating relationships with customers as well as coordinating teams as a lead designer and team leader.

Work Experience

03/2011 – Present **Technical Architect - EP2M, LLC**

2009 – 03/2011 **Senior Programmer Analyst – First Advantage**

- Safe Advantage Services, part of First Advantage, is a background screening service used by employers, schools, and volunteer groups to screen potential employees and volunteers. Managed the databases used for these checks. This included:
 - Extract, load, transform (ETL)
 - gathering the data from various entities
 - normalizing the data to conform to our database schemas
 - importing the data into the databases
 - maintaining the databases
 - improving the ETL processes
 - adding new sources
 - supporting the operations people and the development team
- The number of data sources is in the hundreds, and the amount of data is in the hundreds of gigabytes.

2004 – 2008 **Technical Architect - Oracle Corporation (formerly SPL WorldGroup)**

- Worked on numerous components and on various versions of the Mobile Workforce Management (MWM) solution suite using Visual Studio. With customer requirements as input, designed and implemented custom features, fixed defects and performed software maintenance. These changes encompassed several functional areas including
 - Client – server communication using in-house classes and methods on TCP/IP
 - Database synchronization using MFC recordset objects and SQL

- GUI user interface using MFC, third party, and in-house classes
- This work included creating new subsystems that involved new database tables with the corresponding views to display the data, as well as the code necessary to keep the database synchronized with the users' changes and inputs.

1995 – 2003 **MigraTEC, Inc.**

Software Designer, 1998 - 2003

- Primary designer of future porting application, as well as major contributor to the existing application used by MigraTEC in its migration services
- Co-owner of GUI user interface design and implementation using Visual Studio with MFC, Stingray, and in-house class libraries. Because this application would be used primarily by developers, the user interface was based on Visual Studio but with heavy use of grid controls from the Stingray library. It also included docking bars, views, toolbars and the full range of Window controls.
- Designer and implementer of database interface using MFC recordset and database objects, ODBC, and ADO in order to support Access and SQL Server
- Lead a team to Paris for 3 weeks to analyze a potential customer's source code in preparation for a project proposal.
- Assisted in migrating a US defense contractor's communications code from OS/2 to Windows.

Migration Project Lead, 1996 - 1998

- Coordinated team of 10 developers that migrated Ameritech's Horizon Library Services written in Modula-2 from OS/2 to Windows NT/95. This application is GUI intensive with heavy database use.
- Migrated major parts of the customer code base
- Responsible for keeping team together and on track during company upheaval

Conversion Specialist, 1995 -1996

- Instrumental part of team migrating code from Windows 3.1 to OS/2
- Extended Borland OWL C++ class library on OS2 to facilitate migration
- Primary contact for the customer and coordinated the project for MigraTEC
- Supported code during warranty period

1987 – 1995 **IBM, Inc.**

Developer, 1989 – 1995

- A principal designer of OS2 – VM synchronization application
- Owned significant parts of GUI user interface
- Primary liaison between development and support personnel
- Owned Dynamic Data Exchange (DDE) support between mail application and the other applications in IBM Workgroup suite
- Owned Drag and Drop support between mail application and the other applications in IBM Workgroup suite

Associate Developer, 1988 -1989

- Self-taught OS/2 PM programming in C/C++

- Member of teams that developed multiple versions of IBM OS/2 Office Suite
- Responsible for significant parts of user interface of GUI based word processor
- Owned interfaces and coordination for different subsystems of suite
- Coordinated National Language Support (NLS) and assisted translators

Education

- M.S., Computer Science, Louisiana Tech University, Ruston, Louisiana, 1987.
- B.S., Electrical Engineering, Louisiana Tech University, Ruston, Louisiana, 1985.

Technical Skills

Languages:

- Proficient in: C++, C, XML, REXX
- Libraries: Microsoft MFC, Rogue Wave Stingray Studio, Borland OWL
- Familiar with: Pascal, Modula-2, Fortran

Software:

- Database: Microsoft SQL Server, Microsoft Access, Open Database Connectivity (ODBC), Oracle, Pervasive Data Integrator
- Platforms: Microsoft Windows 95/98/2000/XP/7, Windows Server, IBM OS/2
- Tools: Microsoft Visual Studio, Microsoft Visual Source Safe, Microsoft Project, IBM Visual Age Compiler for Windows, IBM Visual Age Compiler for OS2

Chelle Stringer, Ph.D.

Consultant

Professional Summary

- **Areas of Expertise:** Organizational change management and transformation, business process analysis, project management, organizational communication, meeting facilitation.
- **Overview:** Over fourteen years experience facilitating organizational transformation in support of enterprise-wide implementations.

Work Experience

09/10 – Present Work Process Analysis, Office of Ocean & Coastal Resource Management

- Facilitated client meetings to clarify desired outcomes, information needs, and format of deliverable.
- Conducted document review and facilitation of client meetings to conduct Mission Analysis, Task and Function Analysis, Workload Analysis, and Future Needs Analysis.

05/10 - Present Procure to Pay Process Analysis (SAP ERP), Bernalillo County

- Developed the strategy and timeline to assess desired current processes, revise To Be processes to support business goals, define process and system requirements, determine the gap between SAP functionality and revised To Be processes, and select system to fill the gaps.
- Assessed user and department understanding and compliance with current processes.
- Conducted Department Director and user focus groups to determine the barriers to following the current processes.
- Clarified business needs with CFO, Budget Director, Purchasing Director, and Accounts Payable Director.

01/09 – Present Roadmap to Create Enterprise Resource Planning (ERP) Governance & Support Organization, Bernalillo County

- Directed Roadmap to Create ERP Organization Project.
- Analyzed Post Go Live business process; supported adoption and utilization of business processes.
- Worked with the executive steering committee to determine the needs of the long-term support organization to create criteria.
- Facilitated a five month task force to research other support organizations and evaluate them according to Bernalillo's criteria.
- Established ERP support organization by working with the County Manager, CIO, and HR and Budget directors to create an organizational chart, operating budget, governance, and job descriptions.

- Facilitated transition from immediate post Go Live support to long term support organization.

06/07 – 01/09 **Business Transformation/SAP Enterprise Resource Planning (ERP) Implementation, Bernalillo County**

- Directed the Business Transformation team; managed organizational change management portion of the project plan; served as organizational change lead on project.
- Conducted expectations assessment interviews of all executive sponsors, steering committee members, key department directors, key users, and project team members to determine their understanding of how the project will be evaluated, the benefits of the project, potential obstacles, and the results they expected.
- Presented the findings to executive sponsors and steering committee members to illustrate the extent to which the interviewees had similar or differing expectations. Reconciled the expectations into one set of Project Success Criteria that outlined the criteria that would be used to evaluate the project's success both during and after the project.
- Developed the Project Success Scorecard outlining success criteria, specific data that would be used to evaluate each, and the desired scores/ratings.
- Communicated the Project Success Scorecard to each stakeholder group and discussed the implications on the implementation activities.
- Developed the processes to report monthly status, risks, and mitigation options for each scorecard item to Executive Sponsors and the Steering Committee.
- Incorporated Scorecard and Organizational Readiness Assessment into Project Charter.
- Established Business Readiness Team; Facilitated Business Readiness Team meetings.
- Developed Communications Strategy including infrastructure and processes.
- Established Business Readiness Task identification and tracking process; tracked Business Readiness tasks; facilitated completion of Business Readiness Tasks.
- Determined opportunities for process improvement.
- Prepared Organizational Impact Documents; conducted organizational readiness meetings with directors, managers, and users to clarify changes to organizational structure, policies and procedures, staffing levels, job roles, communication, and service level agreements that would occur.
- Facilitated Department's completion of readiness tasks.
- Developed short and long-term ERP support organization and processes.
- Addressed Users ability to use system to complete work and identified outstanding issues.
- After ERP went live, OCM worked with all County departments to identify the processes that needed to be revised, to fix user's barriers to using ERP to do their jobs, and promoted the development of additional workflows and reports.

09/09 – 12/09 **Work Process Analysis Phase I, Office of Ocean & Coastal Resource Management**

- Developed the strategy and timeline to align OCRM's workforce capacity with their ability to accomplish the tasks and activities necessary to meet their requirements, articulate how workforce expenditures are used to accomplish tasks and the processes to deliver on outputs and outcomes, analyze future needs and become prepared to accomplish those needs with existing and new staff.
- Created Project Success Scorecard for the Work Process Analysis project
- Evaluated OCRM's number and distribution of employees, task requirements, and skills

07/09 – 09/09 Competency Assessment Study, Space Mission Program, Sandia National Laboratories

- Identified senior managers, relevant organizations, key stakeholders, and subject matter experts.
- Identified and validated competencies within Space Mission Program; reviewed industry benchmarks and standards for competencies.
- Developed matrix of competencies by area and report outlining findings and recommendations for addressing competency gaps.

02/08 – 07/09 Business Transformation (PeopleSoft CRM), United States Forest Service

- Project and Organizational Change Management for the Redesign Team
- Reconciled expectations of all stakeholder groups into one set of goals and measures on Project Scorecard.
- Assessed current state and designed new business processes to alleviate pain points associated with Human Capital Management service delivery and Human Resource Information Systems.

08/06 – 10/08 PeopleSoft Enterprise Resource Planning (ERP) Implementation, University System of Georgia

- Organizational Change Management/Institutional Readiness
- Conducted expectations assessment interviews of all executive sponsors, the Chancellor, key University Presidents, Key department directors, key users, and project team members to determine their understanding of how the project will be evaluated, the benefits of the project, potential obstacles, and the results they expected.
- Presented the findings to executive sponsors, the Chancellor, and steering committee members to illustrate the extent to which the interviewees had similar or differing expectations. Reconciled the expectations into one set of Project Success Criteria that outlined the criteria that would be used to evaluate the project's success both during and after the project.
- Communicated the Project Success Scorecard to each stakeholder group and discussed the implications on the implementation activities.
- Developed the processes to report monthly status, risks, and mitigation options for each scorecard item to Executive Sponsors and the Steering Committee.
- Conducted ongoing risk and risk mitigation in relation to scorecard.
- Designed and executed communications across 33 institutions.
- Identified organizational impacts related to TO BE processes.
- Established and facilitated each institution's readiness tasks so they could effectively use ERP after Go Live.
- Outlined the information that was needed from each of the 33 institutions throughout the project and developed the Institutional Readiness Tasks Checklist. Developed a weekly communications mechanism and established monthly web conference calls to work with institutions on their tasks.
- Worked with institutions throughout the project to ensure their expectations were in alignment with the project success criteria, identify barriers to completing their Institutional Readiness Tasks, determine information needed from OIIT and/or the project team, and facilitate resolution of issues between institutions and the project team.

10/06 – 06/09 PeopleSoft Enterprise Resource Planning (ERP) Implementation, City of Albuquerque

- Directed the Business Readiness Team; Directed the organizational change effort
- Reconciled expectations of all stakeholder groups into one set of goals and measures on Project Scorecard.
- Conducted ongoing risk and risk mitigation in relation to scorecard.
- Designed and executed communications across 26 departments .
- Identified organizational impacts related to TO BE processes.
- Facilitated completion of organizational changes needed in order to utilize PeopleSoft to do jobs.

07/04 – 08/05 PeopleSoft Customer Information System (CIS) and Customer Relationship Management (CRM) Implementation/ 3-1-1 Call Center Project, City of Albuquerque

- The CIS and CRM projects was conducted in parallel with the build out of the 3-1-1 Call Center.
- Conducted expectations assessment interviews of the executive sponsor, steering committee members, key department directors, key users, and project team members to determine their understanding of how the project will be evaluated, the benefits of the project, potential obstacles, and the results they expected.
- Key component was identifying and reconciling expectations between the four “project components”: CIS software implementation, CRM software implementation, the business process changes, and the 3-1-1 Call Center Project
- Presented the findings to executive sponsor and steering committee to illustrate the extent to which the interviewees had similar or differing expectations. Reconciled the expectations into one set of Project Success Criteria for each implementation project that outlined the criteria that would be used to evaluate the project’s success both during and after the project. The projects reported to the same Steering Committee.
- Developed the Project Success Scorecard outlining success criteria, specific data that would be used to evaluate each, and the desired scores/ratings.
- Communicated the Project Success Scorecard to each stakeholder group and discussed the implications on the implementation activities.
- Developed and implemented the processes to report monthly status, risks, and mitigation options for each scorecard item to Project Sponsor, Executive Sponsors, and the Steering Committee.
- Worked with Executive Sponsor, Steering Committee, Business Transformation Team, Directors, and key users to understand their progress toward their desired outcomes and measures; presented potential risks, discussed pros and cons of mitigation options.
- Developed the processes to report monthly status, risks, and mitigation options for each scorecard item to Executive Sponsors and the Steering Committee.
- Incorporated Scorecard and Organizational Readiness Assessment into Project Charter.
- Established Business Readiness Team; Facilitated Business Readiness Team meetings
- Developed Communications Strategy including infrastructure and processes.
- Established Business Readiness Task identification and tracking process; tracked Business Readiness tasks; facilitated completion of Business Readiness Tasks.
- Determined opportunities for process improvement.
- Prepared Organizational Impact Documents; conducted organizational readiness meetings with directors, managers, and users to clarify changes to organizational structure, policies and procedures, staffing levels, job roles, communication, and service level agreements that would occur.

- Facilitated completion of Departments' readiness tasks.
- Developed short and long-term CIS and CRM support organizations and processes.
- Addressed Users ability to use system to complete work and identified outstanding issues.
- After CIS and CRM went live, OCM worked with all City departments to identify the processes that needed to be revised, to fix user's barriers to using CIS and CRM to do their jobs, and promoted the development of additional workflows and reports.

07/08 – 08/08 Annual Meeting, New Mexico Healthier Weight Council, Department of Health

- Planned and facilitated annual planning meeting.
- Developed annual report.

08/08 – 10/08 Oracle Enterprise Resource Planning Pre-implementation Readiness Assessment, Fortegra Financial

- Reconciled expectations of upper management and project sponsor into one set of goals and measures.
- Recommended business processes that needed to be revised in order to achieve desired outcomes.
- Identified project preparation activities to be completed prior to project kick-off.
- Conducted Organizational Readiness Assessment outlining strengths and recommended improvement areas to optimize the organization's preparedness for implementation.

03/08 PNM Resources People Services Leadership Retreat

- Interviewed People Services Directors to determine needs for retreat.
- Planned and facilitated annual leadership retreat to determine strategic alignment of major projects and initiatives, level of effort for major projects and initiatives, and workload distribution.

02/07 PNM Resources People Services Leadership Retreat

- Interviewed People Services Directors to determine needs for retreat.
- Planned and facilitated 3 day leadership retreat to determine strategic direction for People Services, develop leadership plans for each director, align major projects and initiatives to strategic goals, outline the level of effort for major projects and initiatives, and distribute the workload among directors.

12/06 – 01/07 PNM Resources & Texas New Mexico Power Annual Performance Assessment

- Facilitated performance evaluation sessions using the Performance Roundtable performance assessment protocols.

12/06 Strategic Planning and Goal Setting, SolutionWerx

- Facilitated strategic planning meetings to establish vision, mission, performance measurements, and target markets

11/04 – 05/05 Emergency Operations Training Academy, Radiation Emergency Assistance Center/Training Site (REAC/TS)

- Project oversight and guidance

- Conducted an organizational assessment and functional analysis for the REAC/TS asset
- Assisted the REAC/TS asset with revising their training program to comply with DOE guidelines

Workshops and Presentations

- “Organizational Change Management for ERP Implementation” for the Rio Grande Project Management Institute chapter
- “Project Management and Organizational Change Management: Working Together for Project Success” for the Desert Oracle/PeopleSoft/J.D. Edwards Users Group Fall Conference
- “Project Management and Organizational Change Management: Working Together for Project Success” for the Southeast Oracle/PeopleSoft/J.D. Edwards Users Group Summer Conference
- “How to Design and Implement Large Scale Communications” for Georgia Summit
- “Designing Program Evaluation” as a guest lecturer at the University of New Mexico
- “Get the Most Out of Your Project Dollars: Utilization, Not Just Implementation” for the Southeast Oracle/PeopleSoft/J.D. Edwards Users Group Winter Conference
- “Utilization, Not Just Implementation: Making the Most of Your Project Dollars” for Alliance '07 annual conference (Oracle, PS higher education and government)
- “The Relationship Between Strategic Alignment, Meaningful Work, and Employee Engagement” for American Society of Training and Development NM chapter
- “Organizational Change Management for the University System of Georgia” for Alliance '08 annual conference (Oracle, PS higher education and government)
- “The Times, They Are A-Changing (Always)” for Warehousing Education and Research Council (WERC) 2008 Annual Conference
- “If I Knew Then...” for 2009 Presbyterian Hospital Project Management Work session
- “If I Knew Then...” for Rio Grande Chapter Project Management Institute 2010
- “The Changing Landscape of Mentoring” for 2008 University of New Mexico Mentoring Conference
- “Helping Your Organization Navigate Change” for Southwest Conference on Disability
- “Asking the Right Questions for Your Next Assessment” for American Society for Training and Development

Education

- Ph.D. Organizational Learning, dissertation “The Relationship Between Strategic Alignment, Meaningful Work, and Employee Engagement”, University of New Mexico
- Master of Arts Secondary Education, University of New Mexico
- Bachelor of Science Biology with Chemistry minor, University of New Mexico

Memberships and Affiliations

- Board of Directors, New Mexico Education Network Center (NMENC), 2003-2010
- Chair of Intersection of Business and Technology Special Interest Group, New Mexico Technology Council (NMTC) 2009, 2010

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- Mentor and Steering Committee, Next Generation Economy Leadership Excelerator Program, 2004, 2005, 2006, 2007
 - VP Programs, Rio Grande Project Management Institute Chapter, 2006/2007
 - New Mexico Information Technology and Software Association member (NMITSA), 2006, 2007
 - VP Programs, International Society of Performance Improvement New Mexico Chapter, 2003
 - National Project Management Institute (PMI) member

HARDWARE SIZING

CUSTOMER CARE AND BILLING

Preliminary Hardware Sizing Recommendations for CLB

Assumptions

- Platform: Windows 2008 Server SP2 (64-bit)
- Chipset: x86_64
- Product: Customer Care and Billing (CCB)
- 250,000 Metered Services
- 210,670 Non-metered Services
- 15 Rate Components per Service Agreement
- 60 Concurrent Users in Production
- 6 Hour Batch Window
- 21 Bill Cycles
- 7 Years of History
- Server Model: PowerEdge M610 (Intel Xeon X5660, 2.80 GHz)
- Server SPECint_rate_base2006: 323
- Number of cores per CPU in SPECint_rate_base2006: 12

Main Data Center Environment

PRODUCTION SERVERS

Application / Web Server	
Sizing Model Estimated Cores:	3
RAM (GB) per Server	9GB
Software:	WebLogic Server

Database Server	
Sizing Model Estimated Cores:	2
RAM (GB) per Node	8GB
Software:	Oracle Database

DEVELOPMENT/TEST/TRAINING SERVERS (App/Web Tier with multiple instances and DB tier with multiple instances)

Application / Web Server	
Sizing Model Estimated Cores:	3
RAM (GB) per Server	9GB
Software:	WebLogic Server

Database Server	
Sizing Model Estimated Cores:	1
RAM (GB) per Node	4GB
Software:	Oracle Database

External Storage - Disk Space Requirements

Main Data Center		
	Usable disk space on RAID (GB)	GB Converted to TB
Production	412.76	0.40
Test 1	103.19	0.10
Test 2	103.19	0.10
Development	103.19	0.10
Training	103.19	0.10
Total:	825.52	0.81

Note: The Production environment grows by an estimated 58.97GB for each additional year of history.

MOBILE WORKFORCE MANAGEMENT

Preliminary Hardware Sizing Recommendations for CLB

Assumptions

Platform: Windows 2008 Server SP2 (64-bit)
 Chipset: x86_64
 15 client handhelds/resources
 1925 average number of jobs per day
 300 worst case number of jobs in any 1 hour period
 27 users to use the server component
 500,000 nodes on map
 2 days of scheduling on the horizon for dispatcher to monitor
 1 second slot request processing time
 Geocoding
 Failover
 1 year of history
 7 concurrent dispatchers
 30 alerts per day
 30 crews
 1,296 shifts per day
 300,000 meters managed
 Server Model: PowerEdge M610 (Intel Xeon X5660, 2.80 GHz)
 Server SPECint_rate_base2006: 323
 Number of cores per CPU in SPECint_rate_base2006: 12

Main Data Center Environment

PRODUCTION SERVERS

Scheduling Server	
Sizing Model Estimated Cores:	1
RAM (GB) per Server	7GB
Software:	WebLogic Server

Dispatching Server	
Sizing Model Estimated Cores:	2
RAM (GB) per Server	2GB
Software:	WebLogic Server

Database Server	
Sizing Model Estimated Cores:	2

RAM (GB) per Node	8GB
Software:	Oracle Database

DEVELOPMENT/TEST/TRAINING SERVERS (App/Web Tier with multiple instances and DB tier with multiple instances)

Application / Web Server (Scheduling and Dispatching)	
Sizing Model Estimated Cores:	5
RAM (GB) per Server	6GB
Software:	WebLogic Server

Database Server	
Sizing Model Estimated Cores:	1
RAM (GB) per Node	8GB
Software:	Oracle Database

External Storage - Disk Space Requirements

	Usable disk space on RAID (GB)
Production	3.98
Non-Production 1	3.98
Non-Production 2	3.98
Non-Production 3	3.98
Non-Production 4	3.98
Non-Production 5	3.98
Total:	23.88

Note: The Production environment grows by an estimated 1.65GB for each additional year of history.

MWM STATEMENT OF WORK

Statement of Work #2 For Oracle Utilities Mobile Workforce Management (MWM)

For the City of Long Beach



DRAFT

Presented By



EP²M, LLC
2 Farmstead Court, Flanders, NJ 07836
(973) 927-6162
ep2m.com

Date: March 25, 2011



INTRODUCTION

This Statement of Work (“Statement of Work” or “SOW”) is entered into as of (month – day), 2011 (“Statement of Work Effective Date”) between EP²M, LLC (“EP²M”) and the City of Long Beach (CLB) and is part of and subject to the terms of the Master Services Contract dated (month – day), 2011 between EP²M and CLB (“Agreement”). Capitalized terms used and not otherwise defined herein shall have the meaning ascribed to them in the Agreement.

MWM Statement of Work

The following detailed description of services that follows is broken down by the following MWM implementation phases:

1. Initiate/Plan
 - a. MWM Project Kickoff
 - b. Project Change Process
 - c. Document High Level Process Flows
 - d. Environment Preparation/Validation
2. Analyze/Design
 - a. Core Team Orientation
 - b. Configuration Workshops
 - c. Infrastructure Finalization
 - d. MWM Test Plan
3. Build/Configure
 - a. MWM Configuration and Pre-SAT
 - b. Scheduler Configuration and Pre-SAT
 - c. Interface Configuration and Pre-SAT
4. Test/Prepare
 - a. Pre-SAT Configuration Workshop
 - b. Integration and Functional SAT
 - c. Regression and Scheduling Optimization SAT
 - d. End User Training
5. Deploy/Support
 - a. Rollout Plan
 - b. Rollout Support

Products

Oracle Utilities Mobile Workforce Management (MWM)

Customer service representatives, dispatchers, and technicians must be in sync with one another at all times. And all personnel must have access to timely information about the status to keep customers satisfied. Oracle Utilities Mobile Workforce Management is an integrated, end-to-end solution that guarantees service availability and automates field operations via state-of-the-market dispatch, scheduling, and routing. Mobile Workforce Management optimizes the service chain, improves workforce productivity, and reduces operating expenses while eliminating missed appointments, service backlogs and overtime costs.

General Assumptions

The following general assumptions apply to the MWM implementation. Additional assumptions are incorporated into the detailed phase/task descriptions in this plan. These represent potential constraints and work assumptions that apply to all tasks and activities. Should any of the constraints or assumptions described in this or any other section of this plan raise substantive issues affecting the scope, schedule, and/or budgets, these are to be addressed through the change control process defined in our Project Management Plan.

- ◆ Each party's performance and effectiveness is dependent in many cases on the timeliness and quality of the other party's activities and deliverables. EP²M and CLB intend to perform and complete work substantially in accordance with the project schedule, as it may be modified from time to time by mutual written consent. Should either party not provide the resources, or should it not fulfill its roles and responsibilities described in this Statement of Work, the result may be Project delays and estimates that are exceeded.
- ◆ CLB will assign core team staff for the duration of the Project, and will identify additional subject matter specialists (SMEs) who will be available as per the Project schedule and at other times as required for each party to accomplish its work. Each party's staff will be represented at meetings, training sessions, workshops, etc. CLB staff will be sufficiently knowledgeable of CLB business processes and considerations, the CLB technical environment and considerations, and detailed subject matter, to answer reasonable questions posed by the EP²M Team. CLB team members will be authorized by CLB to make or recommend approval of decisions for CLB concerning the requirements and functionality of the Software and other aspects of the Project.
- ◆ It is the explicit intent of the parties for CLB to utilize the standard base MWM Software product modules that are licensed by CLB to use for its internal operations with no further modifications to the Software other than the entering of data and parameters that enable the Software to be configured. Should the standard product not be able to accommodate functionality that may be identified by CLB, CLB may elect to change its requirements or expand the scope of this Statement of Work to include investigation of how best to support the CLB requirement. Any such expansion of scope or extension in the Project schedule will be subject to completion of a Change Request, which is agreed to and executed by the parties.
- ◆ CLB commits to using the base product configuration. The areas of the Software that are subject to configuration changes will be reviewed during the Initiation Phase of the Project.

Additional requests may be identified during the Analysis Phase and the EP²M Team will provide estimates to CLB for additional scope. Various workshops will be conducted during the Project implementation.

- ◆ All CLB Field Technicians will have mobile stations in their vehicles.
- ◆ Integration between CCB and MWM will be provided by a point-to-point interface not Oracle Utilities FW PIP.
- ◆ EP²M resources will have 24/7 access to all MWM Hardware/Software Environments, including Development, Test and Production while onsite and while working remotely, via VPN, throughout the implementation period.
- ◆ CLB is responsible for clearly, fully and correctly identifying its requirements and providing other information requested by the EP²M Team.
- ◆ Oracle provided software does not have defects that impact installation and/or configuration per CLB requirements. Also, the Oracle provided software is sufficiently documented to support installation and configuration per CLB requirements.

Duration Activities

"Duration Activities" generally are those activities that span the duration of the entire Project, or parts of the Project, rather than occurring within one phase of the Project. For that reason, the schedule and prices for Duration Activities are estimated for the entire Project rather than being based upon completion or accomplishment of a specific activity.

EP²M Responsibilities:

1. Project Management for EP²M Resources and Deliverables
2. EP²M MWM Implementation Plan
3. EP²M Status Reports

Client Responsibilities:

1. Client Status Reports
2. Steering Committee Meeting Coordination
3. Project Team Meetings

Project Management

EP²M will provide Project management services to coordinate its activities and responsibilities. These Project management services include ongoing liaison with the Client and preparation of status reports from EP²M's activities, as well as, on-going planning and status assessments with the Client. It is the Client's responsibility to manage its obligations, outside vendors and suppliers. EP²M Project Management duties include:

- Attendance at all agreed upon planning and reporting meetings scheduled by the Client's Project Manager.

- Project Status reports outlining progress against EP²M target deliverables, the status of issues, change orders, billings against the Project, resource usage and the disposition of future, pending tasks.
- Documentation and tracking of changes as the Project progresses.

Client will provide the following Project management services:

- An executive sponsor to monitor the performance and progress of the overall Project and who shall have decision-making authority. The executive sponsor shall be reasonably available as needed.

A Project Manager responsible for the management of Client's activities and deliverables as described in this SOW, as well as management of any third party resources hired by Client to provide services within this SOW. The Client Project Manager will maintain communication between the parties, manage the Client team members, coordinate Client activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.

MWM Initiate/Plan



The Initiate/Plan Phase is designed to provide the roadmap for the Project, align Client's and EP²M's expectations, set up initial plans, commence training in preparation for the Analysis Phase and provide the necessary infrastructure for the Project. This phase also provides an opportunity for EP²M and Client to perform a high level review of Client's business practices and systems environment, in order to validate the scope of the Project.

The main objective of the phase is to review and analyze the Client's existing business practices in terms of system functionality and determine at a high level how closely the Software fits the Client's business needs. This is a process designed to help EP²M understand the Client's business practices. Based on this understanding, EP²M can provide specific recommendations to help the Client optimize the functionality in the Software.

Activities	Deliverable	Responsibility	
		EP2M	Client
Project Kick-Off & Meeting - review project scope and schedule. This includes <ul style="list-style-type: none"> o Implementation planning session o Finalize work plan and roles and responsibilities 	EP2M and Client project managers prepare for project kickoff meeting. EP2M presents a high level overview of project scope, functionality of each purchased product module and interface, and schedule to Client functional department heads and technical leads. During the Project Planning Session, EP2M and Client will define Project Roles and Responsibilities; this session will take place at Client's site.	R	P
Sign-off of hardware environment	2. A Hardware specification review, verification and Hardware sign-off by both parties will be conducted during the initiation phase. This task is required in order to identify all production and test environment hardware and will be described in a Hardware specification document during the Analyze/Design phase of the Project. 3. The recommended Hardware and Software will be purchased, installed, and maintained by Client.	P	R R
Conduct project status conference calls	EP2M and Client team leads start cooperative, regularly scheduled conference calls to review project tasks and schedule.	R	P
Consult/Define/Document Client Requirements	Refine Project scope and schedule, if required	R	R
Identify required operational process changes	Client Project team identifies potential required operational process changes with appropriate functional departments. This will be documented and approved via a Change Request.		R
Define and document project documentation	Project Communications Plan Change Management Plan Implementation Plan/Schedule	P	R R R
IT Network Diagram		P	R

Constraints and Assumptions:

1. Attendance of appropriate client executive staff, operations decision makers, and technical specialists in kickoff meeting.
2. Attendance of identified Client Project team leads during regular project status conference calls.
3. Client provides access to all Client business and technical specialists and executive staff necessary to complete this phase of the Project.
4. Any significant changes in scope from this SOW are documented as Project Change Requests to be reviewed and approved or rejected.

MWM Analyze/Design



The purpose of the Analysis Phase is to define detailed requirements for the various aspects of the Software implementation. Cooperative workshops and/or conference calls/meetings are held with Client and EP²M implementation teams to determine the functional design specifications.

Design documents are deliverables of the Analysis Phase that are used as the blueprints for the internal Project design and development activities of the Assembly Phase. They are cooperatively agreed upon and signed off by Client and EP²M project managers.

A number of different areas are focused on during the Analysis Phase during cooperative Client-EP²M team workshops and meetings. These include;

- Configuration
- Interfaces
- IT Infrastructure
- Training Planning
- Deployment Planning

EP2M Prerequisites:

1. Agendas for Workshops

Client Prerequisites:

1. Training Environment
2. Facilities, Equipment and all Networking components installed and configured

Core Team Orientation

Core Team Orientation will provide CLB with an overview of MWM so that the Core Team will be prepared to contribute to the forthcoming configuration workshops. The orientation will consist of a combination of slide presentations MWM demonstration.

Configuration Workshops

The EP²M Team will facilitate configuration workshops to gather and analyze the CLB requirements that will be specified in the MWM, Scheduler and Integration Design documents.

Key inputs to the Configuration Workshops are examples of current work orders and work order completions for all current field work.

The Configuration Workshops will be followed by the development of draft specifications for MWM and the Scheduler.

Once drafts are developed, the EP²M Team will conduct walkthroughs of each specification to refine and finalize each document. The refinement/finalization process will require a review of each process and each Field Order Type from origination through closure to ensure all requirements are addressed.

Infrastructure Finalization

Once the Design Documents are completed at the conclusion of this phase, the EP²M Team will begin the work to configure and unit test all of the MWM components as specified. The team will need the CLB MWM infrastructure to be in place and fully operational to begin the next phase of the implementation.

MWM Test Plan

Based on the finalized specifications, the finalized workflows and CLB SME input, the CLB Team will develop a test plan that will be executed during the Prepare/Test Phase of the MWM implementation. The EP²M Team will assist the CLB Team and, if possible, provide samples of MWM Test Plans from previous MWM implementation projects.

Activities	Deliverable	Responsibility	
		EP2M	Client
Train core team members		R	R
Client workshop preparation	Install demo system. Research and documentation of existing business processes. This is done before, during and after the workshops.	R	R R
MWM Workshop EP2M will review with the functional SME's the standard configuration of codes and control tables.	MWM Specifications document	R	P
Client will define and perform data cleansing activities.			R
Scheduler Workshop	Specifications document	R	P
Client test environment	Establish test environment	P	R
Interfaces:	Interface Plan	R	R
Conduct on-site workshops at Client to define each interface	Create a high-level integration map delineating areas of integration responsibility and Interface Spec		P

Activities	Deliverable	Responsibility	
		EP2M	Client
	document		
Compile Findings	Analysis Report: Client mandatory requirements	R	R
	Estimates/gap Analysis/options	R	P
System Procedures	New Business Processes		R
System Administration	Client provides the administration	P	R
Development of more detailed plans	Test Plan, including test scripts	P	R
Update/maintain project documentation	Project Communications Plan	P	R R R
	Change Management Plan Final Implementation Plan/Schedule		

Constraints and Assumptions:

1. Client provides EP2M resources with complete access to all environments, including Development, Training, Test and Production.
2. The Client will provide a workshop facility with access to terminals, printers and the Software.
3. EP2M's estimate of hours includes preparation time prior to delivery of each Workshop session.
4. Attendance of identified client Project team leads during regular Project status conference calls.
5. Client provides access to all client business and technical specialists and executive staff necessary to complete this phase of the Project.
6. Any significant changes in scope from this SOW are documented as Project Change Requests to be reviewed and approved or rejected in writing.

MWM Build/Configure



The objective of this phase is to prepare the system for testing and acceptance prior to bringing the software and deliverables into live operation. These activities are accomplished with continual and careful reference to the specifications developed in the Analyze/Design phase.

During this phase the different components of each focus area are assembled and tested. The Test environment is to be established at the CLB site for Site Acceptance Testing (SAT).

MWM Configuration and Pre-SAT

Upon CLB signoff of the MWM Functional Design Specifications, the EP2M Team will begin the configuration of the MWM Dispatch Station and Mobile Station components. This activity will primarily take place without significant interaction from the CLB Core Team. The EP²M Team will, from time to time, require timely clarifications.

Once the Dispatch Station and Mobile Station components are configured per the functional specifications, the EP2M Team will unit test and correct any defects that are identified.

Scheduler Configuration and Pre-SAT

Upon CLB signoff of the Scheduling Design Specifications, the EP²M Team will begin the configuration of the MWM ORS Scheduling component. This activity will primarily take place without significant interaction from the CLB Core Team. The EP²M Team will, from time to time, require timely clarifications.

Once the ORS Scheduler is configured, the EP²M Team will unit test and correct any defects that are identified. The EP²M Team will also test the MWM ORS Scheduler with the MWM Dispatch Station and Mobile station.

Integration Configuration and Pre-SAT

The EP²M Team will unit test the MWM Dispatch Station, Mobile Station and ORS components with a 'stubbed out' set of transactions that will mimic the anticipated transactions to/from CC&B via the point-to-point interface.

Activities	Deliverables	Responsibility	
		EP2M	Client
Testing setup: EP2M Unit Test: Develop test criteria mutually	Test Plan	R	P

Activities	Deliverables	Responsibility	
		EP2M	Client
<p>agreed upon between the parties, Create Software Test environment and databases. Update the Software Test Plan</p> <p>Client Acceptance Test: Develop test criteria mutually agreed upon between the parties, Create Client Test environment and databases. Update the Client Test Plan</p>	<p>Test Criteria</p> <p>Test Plan Test Criteria</p>	P	R
Create production and training data sets	Built for live use and end user training	P	R
Configured software	EP2M is responsible for delivering the configured software	R	P
Business Processes	Document required Business Processes	P	R
Establish Pre-Site Acceptance Test (PSAT) environment	Client Test Environment	P	R
Conduct PSAT readiness test	EP2M will execute test scripts, identify defects and resolve defects identified prior to the acceptance stage.	R	
Create/install Training/QA environment	Client Training/QA Environment	P	R
Update/maintain project documentation	<p>Project Communications Plan</p> <p>Change Management Plan</p> <p>Implementation Plan/Schedule</p>	P	R R R
Prepare Training Environment for training	Load Training Data Set and Test Training environment	P	R

MWM Test/Prepare



Client System Acceptance testing takes place during this Phase. The Client drafts a System Acceptance Test Plan, the testing criteria will be mutually agreed upon in writing between the parties, and the Client then executes the plan in a controlled and orderly manner to verify that the installed Software and/or Deliverable as the case may be is/are operating as specified. This step validates the decisions made in the Analysis Workshops and developed in the Assembly Phase. EP²M will assist and advise the Client during the System Acceptance Test as described below under “Constraints and Assumptions.” The final step of this phase is preparation for Client to take ownership of all the aspects of the Software, EP²M Deliverables and other work product (the Software, procedures, documents and reports) and progress into live operation.

If Client reports in writing to EP²M during the System Acceptance Test Period that any Software or Deliverable does not substantially conform to the specifications delivered in Analysis, EP²M shall promptly correct any reproducible errors in such Software and Deliverable that causes the Software or Deliverable(s) not to perform substantially in accordance with the Software or Deliverable’s specifications as the case may be. Client report of such errors must be specific and sufficiently detailed to enable EP²M, with Client assistance, to diagnose the cause of reported errors. EP²M then will redeliver the Software and Deliverable(s) to Client, and will re-install the Software or Deliverable(s) in the Designated Environment in a timeframe that supports the Project Schedule. Notwithstanding the foregoing, EP²M shall have no obligation to correct errors in the Software and Deliverables solely caused by the Client.

Once EP²M redelivers the corrected Software and Deliverable(s) to the Client, the System Acceptance Test provisions described in this Acceptance Phase then shall be reapplied relative to the corrected Software or Deliverable(s) as the case may be.

The acceptance tests shall be deemed to have been successfully completed following the completion of Customer testing and correction of high-priority, reproducible errors. Acceptance testing will be done at Customer’s site.

Acceptance shall be deemed to have occurred upon the earliest of (i) execution of a Certificate of Acceptance by Customer, (ii) failure to give notice of rejection or acceptance within thirty (20) calendar days following the date upon which the acceptance tests have been completed or (iii) use of the Software and Deliverables in Customer’s normal course of business (i.e. commercial operation).

Pre-SAT Configuration Workshop

Prior to the initiation of Site Acceptance Testing (SAT), it is valuable to make sure the CLB test team is prepared to test and the MWM configuration is prepared for the test scripts and test scenarios that will be executed.

In addition to the hands-on training (high level) for the CLB testers, this workshop will identify all table values and drop down values that need to be populated. This exercise will ensure that the testing environment is populated with as many actual values as possible.

Functional and Integration SAT

At the conclusion of the Pre-SAT Configuration Workshop, the MWM components will be ready for the CLB Test Plan. The CLB Test Team will execute its Test Plan and the EP²M Team will support the CLB Test Team.

The EP²M Team will assist with clarifications, functional questions, technical issues and, in general, help facilitate the execution of the CLB Test Plan. As defects and issues are identified, the EP²M Team will work with the CLB Test Team to resolve.

Regression and Schedule Optimization SAT

Once Functional and Integration SAT is completed, the MWM environment will likely have required updates and patches to resolve issues. The Regression and Schedule Optimization SAT will repeat the CLB Test Plan and ensure that the Scheduling configuration is exercised sufficiently to enable any refinements that may be necessary prior to go-live.

End User Training

Ideally, training is delivered in a just-in-time manner. This means that rollout to production should happen immediately after training is completed. An industry norm is to deliver training to end-users within a four week period prior to rollout. Exceeding this time frame means those trained first will begin to lose their grasp of the training they received. An assumption used here is that the training period is set to four weeks, presenting a worst case for project duration.

Activities	Deliverable	Responsibility	
		EP2M	Client
Training	Pre-SAT Preparation Workshop	R	R
	Dispatcher Training	R	R
	Administrator Training	R	R
	Field Tech Training	R	R
Update Software Procedures to reflect operational environment	Software Procedures	P	R
Set up of Test Databases, Install Software	Test environment ready for test cycles	P	R
Site Acceptance Testing (SAT) Client Test (EP2M provides input and support)	Perform the Site Acceptance Test	P	R
	Create SAT Procedures and deliver to EP2M approximately four (4) weeks in advance of the start of SAT	P	R

Activities	Deliverable	Responsibility	
		EP2M	Client
	Sign-off on the Site Acceptance Test SAT Test Report	R	R
Performance Testing and Tuning		P	R
Completed Readiness assessments	Readiness Assessment Signoff	R	R
Business Process Manuals	Client is responsible for the final output of the business process manuals. Acceptance Test will be performed using the new business processes.		R
Business Procedures	These are updated to reflect Client's operational environment. Acceptance Test will be performed using new system procedures.		R
Defect Management	Defect resolution for defects in EP2M software	R	P
Update/maintain project documentation	Project Communications Plan Change Management Plan Implementation Plan/Schedule	P	R R R

Constraints and Assumptions:

1. The Client is responsible for the Acceptance Test Plan, which exercises each part of the functionality of the Software. The Acceptance Test Plan and the testing criteria contained therein will be specified by Client and mutually agreed between the parties in writing. The Project managers from the Client and EP²M must collaborate so that the testing is not hindered due to lack of information, procedures, or testing methodology.
2. The Client is responsible for delivering and managing an evolving Hardware platform, which satisfies a growing number of users to test multiple applications.
3. EP²M assists the Client to resolve issues and problems encountered in the set up and testing of each application.
4. The Client develops the operational procedures relative to its situation and environment.

MWM Deploy/Support



The objective of this phase is to ensure that the Software is functioning properly through the critical processes and supports the requirements as documented from in the Specifications. At this point, CLB takes full control of the installed Software and should be sufficiently equipped to operate it successfully on its own.

The first step of this phase is to take all the aspects of the Software and Deliverables into live operation. The cutover performs those conversion and support activities necessary to begin operation of the Software and Deliverables in a production environment. By the end of this task, the Software and Deliverables should be operational in the production environment.

Rollout Plan

The EP²M Team will assist CLB in the development of a Rollout plan. This plan addresses a set of details through a checklist-driven readiness planning activity. Many of these details are IT-related, concerning the MWM environment and the work stations available to the end-users. The Rollout Plan captures issues and activities that are to be addressed to ensure the production environment is confirmed “ready to go.” The Rollout Plan will define the detailed schedule for rollout along with staffing needs.

Rollout Support

Typically, cutover occurs over a weekend so that users come on the new system at the beginning of the work week. Staging of work related to cutover is defined in the Rollout Plan and requires close coordination with end-user supervisors prior to the cutover. The Rollout Plan will be developed in advance of the rollout and reviewed by CLB. Once approved, the project team will begin to work through the set of identified items and status against this list will be tracked closely to ensure targets are met. As the cutover date approaches, the project team will decide on proceeding based on the execution and status of the Rollout Plan.

For go-live, the EP²M team will be onsite for post implementation support with technical staff to assist CLB staff to quickly address system issues that may arise.

Activities	Deliverable	Responsibility	
		EP2M	Client
Implementation Support (Helpdesk) EP2M provides implementation support (via on site / phone / e-mail) covering various items shown in this table.	EP2M provides acceptance assistance	P	R

Activities	Deliverable	Responsibility	
		EP2M	Client
Cut-over Assistance EP2M provides assistance. This includes two weeks of off-site post-implementation support by one person.	Procedure Manuals (Client creates and EP2M will provide informal assistance on request)	P	R
Deployment (Cut-over)	Live Production		R
Expand the Hardware Platform and Network As any additional devices are installed as Software and Deliverables is "rolled out" or decentralized	Expanded Hardware Platform and Network		R
End User Communications	Client notifies customers of any anticipated changes in communication procedures or documents. Client notifies outside vendors as needed.		R
Update Procedures to reflect operational environment	Procedures		R

Constraints and Assumptions:

1. EP²M provides advice upon request by Client regarding the preparation of manuals, documentation, organizational changes, and review of conversion/interface programs and procedures, and development of a test plan and environment.
2. EP²M advises the Client regarding cut over procedures.
3. EP²M assists the Client to resolve issues and problems encountered during the first crucial period after going live. The Client assumes responsibility for running the system.
4. The Client develops the operational procedures relative to its situation and environment.
5. The Client agrees to provide VPN access to enable EP²M to access the Client's system should this be necessary for file transfer and to assist EP²M to locate the cause of software problems.
6. Delivery of a final post implementation report is the responsibility of the Client.
7. The Software and Deliverables will be deemed to have passed Acceptance Test upon "live operation". Live operation is defined as the first use of the Software and Deliverables or any portion of the Software and Deliverables by Client in its normal business operations.

Project Fees and Expenses

EP²M will provide the professional services identified in this MWM Statement of Work #2 for a fixed price of **\$956,680**. Expenses are included in the rate. The duration of the project is estimated at approximately 10 months.

Any changes to scope that extends the project schedule, including CLB's need for additional time to complete its responsibilities as defined in this SOW, will be handled via the Change Order process as defined in this SOW.

GENERAL PROJECT ASSUMPTIONS

1. CLB will provide timely provisioning of, and access to, office accommodations, facilities, equipment, assistance, cooperation, complete and accurate information and data from CLB agents, and employees. Suitably configured computer products are essential to the performance of any services as set forth in this SOW.
2. CLB will provide and maintain the properly configured Hardware and network infrastructure to support the services. This includes, without limitation, providing adequate data backup, monitoring, and tuning to demonstrate the integrity of the MWM application environments. The term “Hardware” as used herein shall mean any hardware, middleware, data communications, and application or other third-party software required for this MWM project. The Hardware will have sufficient capacity to load and operate the MWM software and to perform project activities for the relevant phase of the project. The Hardware must have all required network interfaces to provide user access to printing and terminal facilities in at least one training location. The Hardware will be fully operational prior to EP²M’s coming on-site for training and for any other services. CLB will update the Hardware as required to enable the services to proceed without interruption.
3. CLB will provide and maintain support of the infrastructure and technical environment including, but not limited to:
 - a. High-speed connectivity and logon to enable EP²M to access your applications remotely
 - b. Local Area Network (LAN)/Wide Area Network (WAN) requirements
 - c. Database server configuration
 - d. PC configuration
 - e. Production batch jobs
 - f. Backup procedures
 - g. System management requirements
 - h. Operational requirements and documentation
 - i. Performance tuning
4. CLB will provide administration and management for platforms, including, but not limited to, establishing regular backup procedures to secure the new operating environment, and general housekeeping activities. EP²M will provide information and guidance as to what is expected regarding application administration. Such activities may include, at the request of EP²M, management of EP²M software delivered to, or being developed on CLB’s platform.
5. CLB will maintain annual technical support for the Oracle MWM software throughout the term of the services, and maintain software updates required for EP²M to satisfactorily perform its services.
6. CLB will provide EP²M with full access to the relevant functional, technical, and business resources with adequate skills, knowledge, and decision-making authority to support the services throughout the project.

7. CLB will acquire technical training on 3rd Party software and software development tools for those members of CLB team that will be performing technical support for MWM extensions, conversion, reports, or interface software development.
8. CLB will provide the EP²M project team with adequate workspace, computer resources, and normal equipment and business supplies for the duration of the project. This will include conference rooms, overhead projectors, white boards, desks, telephones, and computer communication hook-up for communication between CLB and EP²M; local and remote systems for each project team member; computers and other facilities for training; printers; an enclosed project work area; and nominal administrative support when requested.
9. EP²M's on-site staff will provide their own laptop computers. EP²M computers will comply with the same or similar security standards as CLB and be current with virus software. CLB will provide security standards to EP²M in advance. EP²M will need Internet access to the EP²M network for communication as described above. EP²M staff will also need to have access to CLB network for project related documents and software. CLB should have a high-speed Internet connection and VPN (virtual private network) access established when EP²M arrives on-site.
10. CLB will communicate with vendors and departments within the organization, and facilitate their participation in the project when that is appropriate; and be responsible for the timeliness and quality of their activities and work product.
11. EP²M project staff will work both onsite and offsite as required, and with the consent of CLB, to address requirements. EP²M project staff will typically arrive to CLB site by mid-day Monday and depart by mid-day Thursday. For those travel weeks, Fridays are typically spent working remotely. EP²M will work with CLB to find opportunities to reduce travel expenses by having staff stay over the weekends and using longer term lodging.
12. CLB will provide workspace for up to four (4) EP²M MWM project team members, as required.
13. EP²M requires that at least one of the conference rooms dedicated to the project team must remain available throughout the project lifecycle and that the EP²M and CLB on-site team are easily accessible to each other. CLB will make available, as needed, additional conference rooms for breakout meetings that will be required for Interfaces and Conversion.
14. Project documents will be housed in directories on CLB's LAN with accessibility by the entire project team and others as appropriate.
15. In order to understand and maintain the integrity and traceability of all project artifacts, deliverables, and documents, EP²M agrees to adhere to CLB's version control, document management procedures and policies
16. Except as required in connection with the performance of the services under this SOW, EP²M will not remove CLB data from CLB premises.
17. CLB will name an individual on the project team with sufficient authority to make decisions for CLB concerning the requirements and functionality of the MWM application and other aspects of the project.
18. CLB is responsible for clearly validating/reviewing its requirements during the Process Validation phase, and providing, in a timely manner, additional supporting documentation requested by EP²M.
19. The parties will mutually resolve any discrepancies in the Project Schedule or Deliverables.

ACCEPTANCE OF DELIVERABLES

Each Phase within this SOW has completion criteria which distinctly defines the deliverables and/or activities to be accomplished during that Phase and the method of acceptance. Once a Phase is deemed completed and formal approval has been given to proceed to the next Phase, any change to a deliverable previously accepted will be handled using the SOW Change Order Procedure and Form defined in Appendix C.

Upon completion of any deliverable, EP²M shall provide a copy as defined in this SOW to CLB. At CLB's request, EP²M will demonstrate that the deliverable conforms to the description specified for such deliverable. CLB is responsible for any additional review and testing of such deliverable in accordance with any mutually agreed test scenarios or scripts. If the deliverable does not conform to the description for such deliverable specified in this SOW, CLB shall have five (5) business days after EP²M's submission of the deliverable ("acceptance period") to give EP²M written notice which shall specify the deficiencies in detail. EP²M shall use reasonable efforts to promptly cure any such deficiencies. After completing such remedy, EP²M shall resubmit the deliverable for review and testing as set forth above. Upon accepting any deliverable submitted by EP²M, CLB shall provide EP²M with written acceptance of such deliverable via a Certificate of Acceptance (COA) as defined in Appendix D. If CLB fails to provide written notice of any deficiencies within the acceptance period, as provided above, such deliverable shall be deemed accepted at the end of the acceptance period.

APPROVALS

CLB and EP²M agreed to this Statement of Work as of the date indicated below:

CLB:

EP²M LLC:

(SIGNATURE)

(SIGNATURE)

(TYPED NAME)

Robert Eddy

(TYPED NAME)

(TITLE)

President and Chief Operating Officer

(TITLE)

(DATE)

(DATE)

APPENDICES

Appendix A – Draft Project Schedule

A draft project schedule will be added at a later time based on contract negotiations with CLB.

Appendix B – Travel and Living Expense Policy

SCHEDULE OF ALLOWED PROJECT EXPENSES

Air Travel

- Coach Class

Lodging Accommodations

- Standard accommodations per CLB's travel policy

Automobile Rental

- Mid-Size vehicle, unless approved in advance by CLB
- Multiple travelers shall consolidate to one vehicle

Personal Privately-Owned Vehicle

- Airport parking, short term or long term as appropriate
- Mileage reimbursement in accordance to current IRS standards.

Note: Per mile rate covers any expense incurred in operating the vehicle, including but not limited to gasoline, towing charges, repairs, garage charges, and insurance.

Daily Expense Allowance (Per Diem)

- The prevailing GSA rate for Long Beach, California will be used for full 24-hour day of travel.
- For partial travel days (day of departure and day of return), the per diem allowance is 75% of the standard allowance.
- Per Diem Covers:
 - Meals, traveler only - excluding meals purchased directly by CLB
 - Tips for meals, lodging, or airport services

Other Allowable Expenditures

- Business telephone calls, including hotel internet access charges needed for the completion of the services specified in the SOW
- Computer communication line to utilize CLB site lines
- Taxi Fare including tips, except when Automobile Rental acquired
- Airport shuttle service, obtain no charge courtesy service when available

Note: Business telephone calls and computer communication lines for business relating to Company requested services only.

Receipts

- Actual or copies of receipts required for all charges except mileage, tips and daily per diem.

Appendix C – Change Order Procedure and Form

Any requested deviation from this SOW, including those not resulting from increase in costs, will be documented using the Change Order form below.

Change Order

Project Name	CLB	Change Ref No. 001
Phase Name	Process Validation	

Raised By:	Date Raised: MMDDYY	Date Required By: MMDDYY
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Summary Description:	Additional Services
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Detailed Description: Provide services to complete the Assembly activities for the following Tasks to be performed Assumptions 1.
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Evaluation Completed: (Yes/No)	Priority: (Critical/High/Low)
Estimated Effort:	Estimated Cost: Planned Delivery Date: MMDDYY

Actions Required to Implement:	
Preferred Course of Action:	
Resource Assignment:	Project Plan Updated:

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Change Approval	CLB	EP2M
Signature		<u>Robert Eddy</u>
Title		<u>President, COO</u>
Date		

Appendix D– Certificate of Acceptance



Certificate of Acceptance

EP²M® is providing this Certificate of Acceptance to CLB for the Acceptance of the following deliverables for the MWM project.

Phase	Deliverable	Date Delivered	Amount (\$)
Project Management			
	Monthly Status report		
Process Validation			
	Deliverable 1		
	Deliverable 2		
Total Services			
Retention (if Required)	@ X%		
Invoice amount Services	For (Month Services Performed)		
Non Service Payments			
	EP²M Travel related		
Total			

The signing of this certificate by CUSTOMER shall constitute acceptance of these deliverables:

SUBMITTED FOR EP²M®:

By: _____

Date: _____

Title: **Project Manager**

ACCEPTED FOR CLB:

By: _____
Authorized Signatory

Date: _____

Title: _____

CLB Acknowledgment: This Deliverable is complete and satisfactory. EP²M is authorized to invoice according to terms of the contract.



EP2M CIS BAFO/SOW Issues

04/01/11

Pricing Issues:

1. Qualified Fixed price (“a reasonable order of magnitude effort based on EP2M experience”) proposal for itemized Services (could be a negotiation topic).
2. Training hours (300) seemed light. Adjusted cost.
3. Overstated the MWM implementation work effort probably by about \$200K (could be a negotiation topic)..
4. All conversion balancing was the responsibility of CLB. A cost adjustment was made.

SOW Issues:

1. Was not particularly clear on the details of the Managed Services effort during implementation (two weeks a quarter?) and in some cases, how it differed from the implementation services.
2. Only offering 3 QA reviews on an 18 implementation project. Probably should have at least 4 to 6.
3. Conversion balancing states that any exception reports required beyond the CC&B conversion tool are not included (could be a negotiation point).
4. Numerous CLB responsibilities shown as an “R” that should be a “P” (could be a negotiation topic). I feel this is a cut and paste error that didn’t take into account the Managed Services piece.
5. We will require one Statement of Work covering the total project if CLB selects both Oracle CC&B and MWM.
6. In a negotiated Managed Services SOW we will require SLAs for all critical support/operational services. They never offered a detailed explanation of what services were going to be provided.
7. Interfaces, Extensions, & Reports are indicated as “educated estimates” and will be fixed priced in the final contract.
8. Did not provide an MS Project Plan. We will require one prior to starting any contract negotiations.
9. Their PM and QA should constantly monitor and report on Project Scope.
10. Any milestone payments will be based on CLB’s acceptance of the associated deliverables.
11. Need to include MWM in the Mock Go-Lives and cutover plans.

Exhibit 4

**Statement of Work #1
For Oracle Utilities
Customer Care and Billing
and
Mobile Workforce Management
For City of Long Beach, CA**



Presented By



EP²M, LLC
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ep2m.com

Date: 09/2/2011

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1 INTRODUCTION

This Statement of Work (“Statement of Work” or “SOW”) is entered into as of September 1, 2011 (“Statement of Work Effective Date”) between EP²M, LLC (“EP²M”) and City of Long Beach, CA (CLB) and is part of and subject to the terms of the Professional Services Agreement (PSA) dated September 1, 2011 between EP²M and CLB (“Contract”). Capitalized terms used and not otherwise defined herein shall have the meaning ascribed to them in the Contract. Defined terms shall carry the meaning provided in the Contract unless otherwise noted herein. For the purposes of this document EP²M shall mean “CONTRACTOR” and CLB shall mean “CITY.”

1.1 Overview

The City of Long Beach, CA is looking to replace their legacy Utility Billing System with Oracle’s CC&B product and implement Oracle’s MWM in their Gas and Refuse Departments. One of CLB’s objectives is to implement a CIS application that provides advanced options for calculating customer bills that can incorporate conservation incentives, provide electronic billing, and customer self-service capabilities and other advanced functions and features. Another CLB objective is to implement a mobile workforce management application to improve the efficiency of field service operations. CLB serves a customer base of 152,000 gas customers, 89,300 water customers, 122,700 refuse customers and 87,900 sewer customers.

This Statement of Work describes the Project tasks, activities, deliverables, roles and responsibilities for the implementation of CC&B and MWM.

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective Implementation of Oracle’s CC&B version 2.x and MWM version 2.x. The project will use Oracle’s Utility Reference Model (URMs) as well as EP²M’s CC&B and MWM implementation experience as a foundation for establishing best practice business processes and minimizing CC&B and MWM product extensions. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB’s business processes to align with best practices inherent in the product workflow.

2 PROJECT ORGANIZATION

Working with CLB, EP²M seeks to establish a strong organizational structure with clear roles and open lines of communication. We recommend an organization centered on the following key elements: Executive Sponsor(s), Steering Committee, CLB Project Manager and Focus Groups.

2.1 Roles

The **CLB Executive Committee members** are the CLB representatives and key stakeholders in the project and who are most concerned with its success. The members of this Committee should be senior enough to have control and influence over all of the business process areas being impacted by the implementation of the applications. The Committee's role is to resolve conflict between departments, remove barriers to implementation and keep the CLB side of the organization focused on the Critical Success Factors.

The **Project Steering Committee** is the management group responsible for making policy decisions. Members meet on a regular basis to review the progress of the implementation and to ensure that any policy decisions which affect the progress of the project are resolved in a timely manner. The Project Steering Committee typically has four to seven members. The EP²M Executive Sponsor and the EP²M Project Manager are members of this committee.

The **CLB Project Manager** is responsible for the management of CLB's activities and CLB deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW. The CLB Project Manager will maintain communication between the parties, manage the CLB team members, and coordinate CLB activities with the EP²M Project Manager. The CLB Project Manager will ensure that the Focus Groups are properly staffed, and will monitor their progress.

The **EP²M Project Manager** is responsible for the management of the project, EP²M's Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW. The EP²M Project Manager will also coordinate and assist the CLB Project Manager in management of the CLB activities, tasks and responsibilities that are outlined in this SOW.

The **CLB Core Team** is a cross-section of individuals who can represent the core CLB business and technical functions and processes across the enterprise. The CLB Core Team is empowered to identify and implement industry best practices for CC&B and MWM subject to organizational constraints. The Core Team's knowledge of the business and technical functions and processes is expected to be augmented by part-time Subject Matter Experts (SMEs). The size of the Core Team and number of SMEs that are needed will be dependent on how well the business and technical processes are understood and can be adequately represented by the team.

2.2 Responsibilities

Within the project organization, certain individuals and groups have specific responsibilities, as follows:

CLB Steering Committee:

- Supplies the overall project objective.
- Makes policy decisions or policy recommendations to the executive sponsor.
- Establishes priorities for the project.
- Controls project budgets and is responsible for initiating/approving change orders.
- Reviews the progress of the project at milestone dates and other reporting intervals.
- Provides sign off at each project's milestone.
- Makes procedural decisions as they relate to the changes that are introduced.
- Accepts the system.

CLB Project Manager:

- Responsible for the CLB implementation activities for the applications with overall project leadership and strong support provided by the EP²M Project Manager.
- Controls and Manages the issues raised, ensuring the issues raised by individual Focus Groups are referred to the appropriate group or party for resolution; facilitates rapid decision making.
- Oversees the activities of CLB staff to ensure they are meeting deliverables and schedules.
- Responsible for acceptance and sign off on project deliverables with CLB's designated signatory.

Core Team and SMEs:

- Meet regularly during the Analysis Phase to determine how to best use the systems to meet the requirements in particular areas.
- Determine which features/functions of the applications will be implemented.
- Identify the procedural and policy changes that are needed.
- Suggest alternative approaches to the issues that arise.
- Document issues as they arise.

Technical Core Team and SMEs:

- Provides hardware/software/networking infrastructure.
- Conducts platform upgrades, testing and maintenance.
- Provides Operating System administration and housekeeping during project.

- Along with EP²M creates and executes data conversion plan and interface plan.
- Assists at cutover.
- May provide training and orientation resources.

3 PROJECT REPORTING

In order to maintain project control, EP²M provides several reporting forms so that all changes, decisions, or issues are properly recorded and tracked.

3.1 Communication Documents Standards

Issues, Risks and Action Items are identified throughout the implementation process to track all areas of concern raised by CLB or EP²M. The EP²M and CLB Project Managers will review them on a weekly basis. The fact finding documents, as well as reports at the end of each project phase, will summarize all these items and their resolution or status.

The items are maintained by both companies throughout the project for anything that requires some sort of action or resolution. The format for capturing these items is agreed to by both companies at the start of the project. These items are used throughout the project as the tracking mechanism for all items that require resolution. This includes not only software or enhancement issues but also scheduling issues, policy/procedure items and any other activity or decision that will affect completion of the project. All the issues raised will not be resolved at any given time. However, they provide a mechanism to ensure that any items outstanding at the end of any phase or at the end of the project have been assigned to someone for follow up.

The **Change Request Form (CRF)** is used to track changes to the project in the nature of deliverables, schedules and resources. Both EP²M and CLB must agree upon any **Change Requests (CR's)** before being acted upon. The Project Change Management Process and Change Request Form are described within the Contract and Appendix G.

3.2 Reporting Standards

EP²M will provide weekly and monthly project updates throughout the project. The project reports will be submitted to the Steering Committee for review several days before their meeting. The reports will include:

- Progress to Date, outlining the current status of the project including an overall description of the degree to which the project schedules, budgets, and quality targets are being met.
- Work Accomplished since Last Report, outlining a summary of the tasks completed and activities performed during the reporting period.
- Work planned for the Next Report, outlining the tasks and activities that are planned during the next period.
- Problems, issues and risks that have been encountered, providing an explanation of problems that may affect the ability of CLB to meet the project schedule, budget, or quality targets. This will include a discussion of the efforts which are recommended or which are being taken to correct the identified situations. Risks will include a mitigation plan.

4 STATEMENT OF WORK – CC&B AND MWM IMPLEMENTATION

4.1 Project Objective

The primary objective of this project is to provide CLB with implementation services to accommodate the timely and cost effective Implementation of Oracle's CC&B version 2.x and MWM version 2.x (where x represents the current general release version or subsequent version as determined by CLB and EP2M during the project) in accordance with the Functional Requirements. The project will use Oracle's Utility Reference Model (URMs) as well as EP²M's CC&B and MWM implementation experience as a foundation for establishing best practice business processes and minimizing product extensions. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB's business processes to align with best practices inherent in the product workflow.

4.2 Detailed "Statement of Work"

The scope of work to be performed by EP²M and CLB is described in this Statement of Work and further details may be found in Exhibit 2 and 3 within the Contract. In the tables depicting roles and responsibilities, **R** identifies the party responsible for management and implementation of the work; **P** identifies the party participating and providing assistance. Assistance can include mentoring and knowledge transfer of both skills and particular information.

EP²M will begin to perform the Services described in this Statement of Work at a mutually agreed upon date following the execution of the Agreement and this SOW by both parties and shall complete the Services defined in this SOW as according to the schedule in Appendix A - Project Schedule, subject to the terms of this SOW, any amendments of this SOW and any approved Change Requests. The detailed description of services that follows is broken down by the following implementation phases:

- Phase 1: Start-up and Discovery
- Phase 2a: CC&B Analysis
- Phase 2b: MWM Analysis
- Phase 3a: CC&B Configuration and Development
- Phase 3b: MWM Configuration and Development
- Phase 4a: CC&B Testing and Acceptance
- Phase 4b: MWM Testing and Acceptance
- Phase 5a: CC&B Go-Live
- Phase 5b: MWM Go-Live
- Phase 6: Post Go-Live Support

Due to their nature, Project Management, Knowledge Transfer, Training and Technology Support functions are performed over the duration of the project and therefore are listed separately.

4.3 Project Management

EP²M will provide project management services to coordinate and manage the activities, tasks and responsibilities under the contract. EP²M will also coordinate and assist the CLB Project Manager in management of CLB activities, tasks, and responsibilities that are outlined in this SOW. Project Management Services include:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for the management of the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW. The Project Manager will also coordinate and assist the CLB Project Manager in management of the CLB activities, tasks, and responsibilities outlined in this SOW.
- A part time project analyst, under the direction of the EP²M Project Manager assists with Project Management Office duties.
- The Project Manager and Executive Sponsor will also provide overall direction and leadership in conducting the project activities contained in this SOW as it follows EP²M's product implementation methodology.

CLB will provide the following project management services:

- An Executive Sponsor to monitor the performance and progress of the overall Project. The Executive Sponsor shall be reasonably available as needed.
- A Project Manager responsible for the management of CLB's activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW. The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.

Activity		Description	Responsibility	
			EP ² M	CLB
1	EP ² M Project Management	<p>The EP²M Project Manager is responsible for the overall project leadership, management of the EP²M Project activities and deliverables as described in this SOW, as well as management of any third party resources hired by EP²M to provide services within this SOW.</p> <p>The EP²M Project Manager will also coordinate and assist the CLB Project Manager in management of CLB activities, tasks and responsibilities that are outlined in this SOW.</p>	R	P

Activity		Description	Responsibility	
			EP ² M	CLB
2	CLB Project Management	<p>The CLB Project Manager is responsible for the management of CLB's activities and deliverables as described in this SOW, as well as management of any third party resources hired by CLB to provide services within this SOW.</p> <p>The CLB Project Manager will maintain communication between the parties, manage CLB team members, coordinate CLB activities with the EP²M Project Manager, and provide assistance on activities as needed to keep the Project on schedule.</p>	P	R
3	Project Management Plans	<p>The EP²M and CLB Project Managers are jointly responsible for their respective roles in the management of the following project management plans:</p> <ul style="list-style-type: none"> • Risk Management • Issue Management • Project Change Request Management • Quality Management • Time (Schedule) Management • Resource Management • Cost Management • Communication Management 	R	R
4	Project Status and Reporting	<p>The EP²M Project Manager is responsible for the management of the updated Monthly deliverables below:</p> <ul style="list-style-type: none"> • Project Schedule • Risk Register • Issue Register • Project Dashboard <p>The CLB Project Manager provides assistance to the EP²M Project Manager. Both EP²M and CLB Project Managers contribute the content for the deliverables on a weekly basis.</p> <p>Weekly Project Status Meetings/Calls.</p> <p>Attend Executive and/or Steering Committee meetings.</p>	R	R

	Activity	Description	Responsibility	
			EP ² M	CLB
5	Project/Financial Management	<p>Both EP²M and CLB Project/Financial Managers are responsible for the management of the items listed below, as they pertain to their organizations and team members.</p> <ul style="list-style-type: none"> • Invoices and Payment processing • Time capture and Estimated Time to Complete (ETC) values • Vacation planning 	R	R

4.3.1 Project Management Controls and Tools

The following lists the Project Management Controls and respective tools that will be used.

Control	Tool
Project Schedule Management	MS Project 2007, Regular updates and reforecasting
Issue Management	Single Issue Register, Weekly reviews
Risk Management	Risk Register, Risk Mitigation Plan
Quality Management	Project QA's, Peer review of deliverables
Scope Management	SOW, Contract, Change Request Process
Performance Reporting	Monthly Report to Steering Committee
Resource Management	Weekly status, Staffing Plan
IT Configuration Management	Environment Management Plan
Status Management	Weekly and Monthly Status updates
Documentation Management	SharePoint or Centralized Shared Drive with VPN.

4.3.1.1 Project Quality

Regular project quality reviews are essential to keeping the project on track. The purpose of a project quality review is to have an experienced senior member of the EP²M professional services team, who is not involved in the project being reviewed, conduct a quality assurance process on the project, looking for ways that the project might improve, and to help ensure the success of the project. The review includes interviews with CLB and EP²M staff on the project and a review of project documentation. The focus of the review is on the general health of the project leading into the next Phase of the project. The deliverable is a Quality Review report which documents the health of the project and may include recommendations for improvement, risk mitigation and other areas to help ensure deployment within the target window and the overall success of the project.

There are three project quality reviews planned. The first project quality review is planned near the end of Analysis Phase to insure the project is ready for the Configuration and Development phase. The second project quality review is planned near the end of Configuration and Development Phase to insure the project is ready for the Testing and Acceptance phase. The third project quality review is planned near the end of the Testing and Acceptance phase to insure the project is ready for the Go-Live Phase.

EP²M will participate in Client based QA's as needed.

4.4 Knowledge Transfer

Knowledge Transfer is an integral part of the whole Project, with technical, system, procedural and methodology skills and information being passed to CLB team members at every step of the Project. In addition to the formal Training listed below, there is on-the-job training during every phase of the Project, through collaboration and mentoring between the EP²M team and CLB team.

Activity	Description	Responsibility	
		EP ² M	CLB
1	Methodology Training EP ² M will train and mentor CLB team members in the following activities: <ul style="list-style-type: none"> • Methodology and techniques for Project Management • Methodology and techniques for Product Implementation 	R	P
2	Product Training EP ² M will conduct formal training on Oracle CC&B and MWM as defined in section 4.5.	R	P
3	Methodology and Product Mentoring EP ² M will mentor during all project phases by working side by side with CLB staff.	R	P
4	Post Implementation Product Mentoring This will occur between EP ² M and CLB via a standard managed services agreement.	R	P

4.5 Project Training

4.5.1 Activities

EP²M will conduct a Training Requirements Assessment during the Analysis Phase. EP²M works with CLB to analyze resources, define end-user roles, plan course customization, and create a time-line for all end-user training activities. The deliverable is the End-User Training Plan.

EP²M will provide a baseline set of End-User training materials, and will support configuring the materials to reflect the specific implementation of CC&B.

The amount of additional training material configuration will depend on the results of the Functional Workshops and the Training Plan and Needs Assessment.

The training materials provided by EP²M will include:

- Baseline Training Guides
- Review Questions & Lab Exercise Scenarios
- Customized training materials resulting from the Functional Workshops, Training Plan, and Needs Assessment
- Soft copy of the Training materials for CLB future modifications and continuing use

4.5.2 Classes

EP²M will conduct the following formal training classes during the course of the Project, at the times specified in the Project Schedule. CLB team members and SMEs will be responsible for attending the classes as assigned. Capacity below is based on 15 students per class.

Course	Sessions	Course Hours	Capacity	Inst. Hours
CC&B Orientation	1	16	15	16
MWM Orientation	1	8	15	8
CC&B Functional Implementation Training	1	80	15	120
CC&B Overview/Foundation	12	8	180	96
Introduction to CC&B				
The "V" Notebooks				
Start/Stop Services				
Service Agreement				
Premise				
Service Point				
To-do's				

Course	Sessions	Course Hours	Capacity	Inst. Hours
Customer Service	10	4	150	40
Customer Maintenance / Customer Contacts				
Start/Stop Services				
Metering	10	4	150	40
Meter Reading				
Meter Management				
Field Work	8	4	120	32
Billing and Financials	6	8	90	48
Financial Transactions				
Adjustments				
Billing				
Rates Overview				
Payments & Cashiering	3	4	45	12
Credit & Collections Overview & Management	3	4	45	12
Refresher Training prior to Go-Live	TBD	4	TBD	100
Dispatcher	1	16	15	16
Administrator	1	16	15	16
Field Technician	4	8	60	32

4.5.3 Assumptions

1	End User Training will be role based.
2	Class size will be limited to no more than 15 students to ensure an effective student to instructor ratio.
3	For scope purposes, CC&B End User Training is budgeted at 400 hours.
4	For scope purposes, MWM End User Training is budgeted at 96 hours and is directly tied to Oracle University's MWM curriculum and pricing. Any adjustments by Oracle in either curriculum duration or pricing, will be handled through Project Change Management Process. Additionally, during the Oracle based MWM Training, EP2M resources will supplement the Oracle training efforts.
5	The number of sessions will be clarified and confirmed after the Training Plan and Needs Assessment deliverable is completed. Any additional sessions or revisions that would increase the scope of the End User Training effort will be handled using the Project Change Management Process.
6	CONTRACTOR will be responsible for customization/editing of all training materials
7	CLB will be responsible for the printing of all training materials.

4.6 Technical Support

EP²M will provide full time technical support for the project.

The technical support responsibilities include:

1. CC&B and MWM Installation - (This does not include MWM Mobile Stations)
2. CC&B and MWM Software version control (e.g. code delivery, patches, upgrades) – (does not include MWM Mobile Stations)
3. CC&B and MWM Environment Management (e.g. development, testing, training, production) – (does not include MWM Mobile Stations)
4. Implementation of CC&B/MWM batch schedule consistent with existing CLB IT operational practices
5. CC&B/MWM Backup procedures consistent with existing CLB IT operational practices
6. CC&B/MWM Performance tuning

4.7 Conversion

EP²M will lead the data conversion from the Legacy CIS application, with CLB providing assistance. The content of the data conversions will be finalized during the Analysis Phase of the project and documented in the Conversion Plan document. No conversion of historical data is anticipated for the legacy mobile workforce system to MWM.

4.7.1 Balance Forward vs. Historical Approach

A “balance forward” conversion normally pertains to current financial data only (i.e. one to two months of bills, payments and adjustments). It typically requires the legacy system data to be readily available for an extended period after go-live, which may have its own cost implications in terms of software licensing and hardware maintenance, and/or migration of the legacy data to a new storage system with development and testing of query routines to access specific data.

The complexity of a “historical” conversion is usually in the area of financial data. It can become a challenge if cancel/re-bill is mandatory as this requires mapping of all billing and other financial transactions down to GL account level, thereby adding complexity to the data extract, translate and transformation logic. This can add risk to the conversion development effort and the conversion process overall since it is not until testing will the data variations and anomalies surface.

Regardless of whether a “balance forward” or “historical” conversion approach is taken, typically at least 13 months of meter reads (used on bills) are converted as well as billed consumption. This is needed to make use of the many of the features of CC&B (estimation, budget calculation, historical demand). The effort to convert additional months is only a concern if the data volumes are prohibitive since the complexity remains the same whether its 2 months or 24 months. It is also necessary to convert installation meter reads for ALL meters currently installed and removal meter reads for any disconnects that took place within the historical period.

4.7.2 Assumptions:

1	Conversion scope for this project will be an "Historical" approach generally this will be 24 months, but in some cases it will be 24 instances depending on the data element. Other historical data from the Legacy CIS system will need to be determined by data type, based on regulatory requirement and/or business need.
2	CLB will provide staff knowledgeable of the Legacy CIS system to provide information about data content to EP ² M staff. EP ² M will facilitate the data mapping and analysis activities that result in documentation of Data Mapping, Transformation, and specification documents. EP ² M and CLB will cooperatively produce draft specifications.
3	CLB, with assistance from EP ² M, shall design any transformation routines required to change, aggregate, separate, modify, or convert data to create any required default values. CLB will be required to load data into the CC&B conversion staging schema.
4	CLB will code or develop any unique programs that may be required to extract data from the Legacy CIS System into the agreed upon flat file format.
5	In accordance with the Conversion Plan for each Conversion test, CLB will review and verify a statistical sampling of converted data following conversion of a subset and full set of data, as well as balancing reports and totals provided by EP ² M as part of the conversion testing process.
6	CLB is responsible for any manual conversion of data that may be required for unique situations that cannot be converted electronically. EP ² M will provide assistance as requested.
7	Only data for which there are existing data elements in CC&B can be converted. EP ² M will, wherever feasible, make use of characteristics and other user defined data elements available in CC&B to hold CLB data that does not convert directly to base data elements.
8	CLB is responsible for all Data Cleansing. EP ² M will advise.
9	The conversion tool or CC&B's Conversion processes will provide exception reports from data load testing. Additional exception or control reports that may be required from the Legacy CIS are not within the scope of this SOW.
10	CLB and EP ² M will work together to define a set of conversion controls during the development of the Conversion Plan. CLB is responsible for data reconciliation between the Legacy CIS (source) System and the extract flat files that feed into the planned CC&B data conversion process.
11	EP ² M and CLB will conduct at least three (3) Mock Conversions of full production data to test the conversion process itself and clarify the integrity of the data conversion. CLB will review the results of the Mock Conversions and provide feedback.
12	No conversion of historical data is anticipated for the legacy mobile workforce system.

4.8 Phase 1: Start-up and Discovery

The Start-up and Discovery Phase is designed to provide the roadmap for the Project, align CLB's and EP²M's knowledge, set up initial plans, and commence training in preparation for the Analysis Phase. It is critically important that CLB ensures the infrastructure is in place for the project. This phase also provides an opportunity for EP²M and CLB to perform a high level review of the applications and CLB's business practices and systems environment, in order to validate the scope of the Project.

This phase results in a Discovery Report to CLB detailing the basis for the Project as well as the schedule for the subsequent Analysis phase.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Project Kick-Off & Meeting	Jointly present the overall project roadmap, methodology, major activities, and deliverables. Introduce the project team, align goals and set expectations.	R	R
2	Discovery Workshop Questionnaire	EP ² M provides CLB a CC&B Discovery Workshop Questionnaire. CLB completes the Discovery Questionnaire.	P	R
3	CC&B Orientation Training	EP ² M will provide 2-3 days of CC&B Orientation training to the CLB Core Team and selected SME's as required. Attended by CLB, class size not to exceed 15.	R	P
4	MWM Orientation Training	EP ² M will provide 2 days of MWM Orientation training to the CLB Core Team and selected SME's as required. Attended by CLB, class size not to exceed 15.	R	P
5	Discovery Workshop Agenda	EP ² M provides CLB with a Discovery Workshop Agenda. CLB publishes the agenda and arranges for workspace.	R	P
6	Discovery Workshops	EP ² M facilitates workshops to enable the project scope and schedule to be defined in greater detail. CLB project team members and SMEs attend as needed	R	P
7	Project Planning Sessions	EP ² M facilitates planning sessions on project scope, schedule, resource, risk, quality and performance reporting.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
8	Hardware, Software and Environment infrastructure support Plan	CLB creates a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure and configuration needed to support the project.	P	R
9	Product Installation	EP ² M performs product installation and verifies the product is installed and the environment is ready for use in the Analysis phase. CLB participates in the verification.	R	P
10	Expectations Assessment Interviews	Conduct interviews with a representative sample of stakeholders to understand their expectations regarding the outcome of the implementation project effort, their involvement in the effort, and their perceptions of the business drivers for the project	P	R
11	Expectations Analysis	Compile findings to determine the extent to which expectations are aligned both within and between groups	P	R
12	Reconcile and Operationalize Project Success	Reconcile CLB's stakeholders definitions of success and facilitate and document common understanding	P	R
13	Project Success Evaluation	Identifying those expectations that support the business drivers for the project. The Project Success Evaluation outlines the 3 to 6 success criteria for the project, how each criteria will be evaluated, the data and measurements that will be used to assess each criteria, and the time periods at which each criteria will be evaluated	P	R
14	Stakeholder Identification	Includes identifying steering committee members, project sponsors, project champions, business process owners, department managers, supervisors, and key users that will be impacted by or involved in this project	P	R
15	Analysis Phase Agenda	Based on the results of the Discovery Workshops, a detailed agenda for the Analysis Workshops is created.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
16	Refine Project Schedule	EP2M and CLB will draft the initial Project Schedule with all EP2M project activities. The work tasks and deliverables identified in this SOW will be included in the initial EP2M Project Schedule, and will be refined in this phase. CLB will contribute to the development of the schedule.	R	R
17	Approval to proceed to Analysis Phase	EP ² M and CLB meet with the Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.8.1 Assumptions:

1	Customer Care and Billing and MWM License Agreements executed with Oracle, Professional Services Agreement, Statement of Work, and Non-Disclosure Agreement have been executed with EP2M.
2	Initial Project core team identified for both EP2M and CLB.
3	Facilities and equipment have been procured and set up including access to Internet and VPN.
4	CLB staff and other resources will be provided within the time frame required for the workshops and planning sessions.
5	Discovery Questionnaire is completed by CLB and returned to EP2Mat least one week prior to the Project Kick-Off Meeting and start of the Discovery Workshops

4.8.2 Phase 1: Start-up and Discovery Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Project Kick-Off & Meeting	Meeting	CLB confirms all agenda items discussed.	P	R
2	Discovery Report	Electronic	CLB and EP ² M review and confirm contents and the High Level scope is agreed upon.	R	P
3	Discovery Report	Electronic	CLB approves deliverable	P	R
4	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
5	Analysis Phase Workshop Agenda	Electronic	CLB and EP ² M review and confirm contents.	R	P
6	Project Organization	Electronic	CLB and EP ² M review and confirm team members.	R	P
7	Hardware, Software and Environment infrastructure support Plan	Electronic	CLB confirms the plan is complete with sufficient detail.		R
8	Product Installation	Software & Access	CLB confirms the products are installed, access is available and approves the deliverable	P	R
9	CC&B and MWM Orientation Training	Training	CLB confirms Orientation Training was completed satisfactorily and approves the deliverable	P	R
10	Expectations Assessment Interviews	Process	CLB confirms Interviews were completed.		R
11	Expectations Analysis	Electronic	CLB confirms findings of expectation alignment have been documented		R
12	Reconcile and Operationalize Project Success	Electronic	CLB confirms reconciliation of stakeholders definition of success has been completed		R
13	Project Success Evaluation	Electronic	CLB confirms review Project Success Evaluation has been completed		R
14	Stakeholder Identification	Process	CLB reviews list of stakeholders with EP ² M		R
15	Acceptance Certificate –Start-up and Discovery Phase.	Electronic	Project Steering Committee provides written approval to proceed to Analysis Phase.	P	R

4.9 Phase 2a: CC&B Analysis

A series of workshops form the core of the Analysis Phase. These workshops require participation by CLB's Core Team and Subject Matter Experts (SME's). The EP²M team is responsible to document decisions and action items that arise during the workshops.

Analysis allows a cross section of the SME's to explore, in detail, the set up and use of the Customer Care & Billing product at their site. Groups of SME's are organized along functional lines and work together to determine the subsystem set-up assumptions, functional capabilities, and resource requirements for the successful completion of the Project.

During workshops, the Core Team and SMEs examine business processes through the use of URMs supported by the software to determine all CLB mandatory requirements. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB's business processes to align with best practices inherent in the product workflow. Requirement Traceability is maintained between the original RFP requirement matrix and the workshop topics so that upon completion of Analysis it can be confirmed that all of CLB's requirements have been discussed and addressed.

These requirements might relate to the software itself, to a present policy or procedure, or to the actual implementation process. The Analysis Report will contain a complete summarized list of all issues raised and their resolution and status at the completion of the Analysis phase.

Activity	Description	Responsibility	
		EP ² M	CLB
1	Presentation of CC&B Functional Implementation Training – Core Team and SME's as required	R	P
2	Attend CC&B Functional Implementation Training - Core Team and SME's as required.		R
3	Functional Workshops	R	
4	Attend Functional Workshops		R
5	Requirements Traceability	R	P
6	Workshop Preparation and follow-up - EP ² M	R	

	Activity	Description	Responsibility	
			EP ² M	CLB
8	Workshop Preparation and follow-up - CLB	Provide/prepare existing business process workshop materials and research and document follow-up items from the workshops.	P	R
9	Decision Sheets	EP ² M creates Decision Sheets for each gap raised during Analysis and provides alternative approaches with input from CLB. EP ² M and CLB draft the business process changes of any approaches. CLB identifies the desired solution and approves the solution for implementation.	R	R
10	Configuration Worksheet	As part of the Analysis sessions EP ² M provides a configuration document Excel template that is used to capture the CLB's configuration tables. During these sessions the configuration options are explained and the initial known configuration is entered by EP ² M.	R	P
11	Configuration Rationale Documents	As part of the Analysis sessions, EP ² M provides a configuration rationale template that allows for the capture of set-up rationale, assumptions, data source(s) and impacts on other tables. Configuration rationale will be discussed during the workshops. CLB is responsible for the documenting final Configuration Rationale and EP ² M will provide guidance to CLB.	P	R
12	Write Analysis Report	EP ² M provides an Analysis Report.	R	P
13	Review Analysis Report	EP ² M leads a review session for the Analysis Report.	R	P
14	Interface Workshops	EP ² M facilitates workshops on interface topics, these workshops are coordinated so they are properly aligned with functional discussions to provide continuity and minimize conflicts.	R	P
15	Attend Interface Workshops	Attended by core team and SME's as needed.		R

	Activity	Description	Responsibility	
			EP ² M	CLB
16	Create Interface Strategy Document(s)	EP ² M with the assistance of the CLB will produce an Interface Strategy Document(s) with a description of the required interfaces, specifications and roles and responsibilities of each party for the interfaces identified in Appendix B Interface Specifications.	R	P
17	Review Interface Strategy Document(s)	EP ² M leads a review session for the Interface Strategy Document(s).	R	P
18	Master Test Plan Document	EP ² M will provide a Master Test Plan template document that includes objectives, approach, phases, deliverables, defect management process, assumptions and both staffing and environment requirements. CLB, with assistance from EP ² M will modify the template to meet CLB's specific Testing strategy and approach.	R	R
19	Data Conversion Plan	EP ² M and CLB will produce a data conversion plan document that will document the objectives, strategy, assumptions, statistics, architecture, team roles, responsibilities, activities and schedule.	R	R
20	Data Conversion Mapping and Specification	EP ² M is responsible for leading data conversion mapping sessions, and relies heavily on CLB for knowledge of the Legacy CIS data structures. However, if any custom development is required for extraction, translation or transformation of Legacy CIS data, then CLB is responsible for design, development and unit testing of these legacy side custom conversion routines. EP ² M will provide CC&B Conversion knowledge and support.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
21	Data Conversion	<p>EP²M is responsible for leading data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities.</p> <p>CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.</p>	R	R
22	Draft Interface Schedule	EP ² M and CLB develop a schedule for building and implementing the interfaces identified in Appendix B Interfaces.	R	R
23	Draft Training Plan and Needs Assessment	EP ² M develops a Training Strategy to address CLB's Training Requirements.	R	P
24	Draft Reporting Plan	EP ² M develops a Reports Plan to address Reporting requirements and overall strategy to CLB reporting.	R	P
25	Draft Deployment-Cutover Plan	<p>EP²M provides a Draft Deployment – Cutover Plan document to be used in subsequent phases.</p> <p>CLB contributes to the initial tailoring of this document for CLB specific cutover activities and tasks.</p>	R	P
26	Application Configuration Strategy and Maintenance	<p>EP²M will produce a strategy to complete and maintain the configuration tables.</p> <p>EP²M will define and update remaining configuration tables.</p>	R	P
27	Quality Review #1	EP ² M will conduct Quality Review #1 to ensure project is ready to move on to next phase	R	P
28	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project development and training environments.		R
29	Business Process Change Identification and Documentation	During the Analysis Workshops, identify and document business process changes that result from the detailed alignment of CC&B best practice processes	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
30	Project Success Criteria Alignment to Business Process Change	The CLB's organizational change management lead works with users/stakeholders to understand the organizational impacts associated with the To Be process documentation	P	R
31	Project Success Assessment	Assess progress toward Project Success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	P	R
32	Stakeholder Alignment to Project Success Evaluation	Work with stakeholder groups as needed to build alignment to Project Success Evaluation	P	R
33	Business Transformation Team	Establish the Business Transformation Team to serve as points of contact for communication with departments, serve as points of contact for Business Readiness Tasks, and serve as liaisons between the project team and the business units	P	R
34	Business Readiness Tasks	This activity involves working with the functional team leads to develop the list of tasks required for each discreet CLB department to be ready for implementation. This activity also includes designing the process for tracking and reporting the status of Business Readiness Tasks	P	R
35	Business Readiness Weekly Updates	Formalize the process for implementing the weekly updates program outlining each Business Readiness Task beginning a particular week, describing the information needed/required activity, timeframe, importance of information/activity, instructions needed to complete task	P	R
36	Stakeholder Involvement Schedule	Develop a monthly schedule of all project meetings and activities outlining the preparation required and the required participants. This also involves working with the implementation team members to ensure that participants are provided with instructions in a timely manner	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
37	Communications Schedule	Develop the high level communications calendar outlining the communications activities for each stakeholder group (including both internal and external stakeholders)	P	R
38	Potential Organizational Impacts	This is an iterative process to work with functional leads to identify potential organizational impacts associated with To Be processes	P	R
39	Organizational Impact Documents	Once the To Be processes are documented and immediately before they are finalized, the Organizational Impact Documents are developed. The findings of the Organizational Documents determine the magnitude of the organizational transformation activities needed to support the system implementation project	P	R
40	Approval to proceed to Configuration and Development Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.9.1 CC&B Analysis Assumptions:

1	<p>CLB staff and other resources will be available within the time frame required for the Analysis Phase workshops, including the Functional Workshops, Interface Workshops, and Conversion Workshops.</p> <p>CLB understands that these workshops may occur in parallel during the Analysis phase. EP²M understands that some CLB resources may be required for multiple workshops and conflicts may arise, therefore EP²M shall adjust the workshop schedule accordingly to avoid CLB resource conflict between simultaneous EP²M workshops.</p> <p>The EP²M Project Manager will work with the CLB Project Manager to create an agenda and schedule that allows required team members to participate in the necessary workshops in an effort to minimize the potential for extending the Analysis Phase duration.</p>
2	Facilities and equipment are in place including access to Internet and VPN.
3	CLB prefers a minimum number of product enhancements and will rely upon product configuration and business process modifications to fit the technology workflow rather than building custom extensions.
4	CLB is responsible for CLB-side interface points (i.e. applications outside the Licensed software), including any modifications to existing applications. CLB will perform any translation of data values to target applications/files that will be needed by the in-scope interfaces to perform as designed.

5	Scope will be frozen at the end of the Analysis phase in order to transition to the Configuration and Development Stage.
6	Design and Programming/Unit Test Specifications will be produced in a format specified by EP ² M.
7	Should new requirements not previously identified be defined for extensions (algorithms, background processes, user exits, portal zones, query zones), interfaces, and reports, a Change Request will be created and approved by both parties, and may result in an adjustment of cost and/or schedule provided that such requirements were not specified in the CLB RFP and answered in the affirmative by EP ² M..

4.9.2 Phase 2a: CC&B Analysis Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Functional Training-SME	Training	CLB confirms Training was completed satisfactorily.	P	R
2	Functional Workshops	Workshops	CLB confirms Functional Workshops were completed satisfactorily.	P	R
3	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
4	Analysis Report	Electronic	CLB and EP ² M review the contents.	R	R
5	Analysis Report	Electronic	CLB approves the deliverable	P	R
6	Interface Workshops	Workshops	CLB confirms Interface Workshops were completed satisfactorily.	P	R
7	Interface Plan Document(s)	Electronic	CLB and EP ² M review and jointly approve contents.	R	R
8	Master Test Plan Document	Electronic	EP ² M delivers template to CLB.	R	
9	Master Test Plan Document Revisions	Electronic	CLB and EP ² M review CLB's draft revisions	P	R
10	Data Conversion Plan	Electronic	CLB and EP ² M review and jointly approve the contents.	R	R
11	Data Conversion Mapping and Specification	Electronic	CLB and EP ² M review and jointly approve the contents.	R	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
12	Draft Interface Schedule	Electronic	CLB and EP ² M review and jointly approve the contents.	R	R
13	Draft Training Plan and Needs Assessment	Electronic	CLB and EP ² M review the draft contents.	R	P
14	Draft Reports Plan	Electronic	CLB and EP ² M review the draft contents.	R	P
15	Draft Deployment - Cut Over Plan	Electronic	CLB and EP ² M review the draft contents.	R	P
16	Application Configuration schedule	Electronic	CLB and EP ² M review the schedule. .	R	P
17	Quality Review #1 Report	Electronic	CLB and EP ² M review Report. .	R	P
18	Quality Review #1 Report	Electronic	CLB confirms Quality Review was completed.	P	R
19	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the infrastructure is installed and access is available to development and training environments	P	R
20	Business Process Change Identification and Documentation	Process, Electronic	CLB confirms the identified Business Process Changes and has reviewed the documentation	P	R
21	Project Success Criteria Alignment to Business Process Change	Process	CLB confirms participation in the alignment activity	P	R
22	Project Success Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders has been performed	P	R
23	Stakeholder Alignment to Project Success Evaluation	Process	CLB confirms agreement with Project Success indicators and measures has been achieved	P	R
24	Business Transformation Team	Process	CLB confirms team has been identified	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
25	Business Readiness Tasks	Process, Electronic	CLB reviews and confirms initial draft has been completed	P	R
26	Business Readiness Weekly Updates	Process	CLB confirms the establishment of process to track progress of Business Readiness Tasks and weekly updates are occurring	P	R
27	Stakeholder Involvement Schedule	Process	CLB confirms the schedule has been completed or updated	P	R
28	Communications Schedule	Process, Electronic	CLB reviews and confirms initial schedule has been drafted	P	R
29	Organizational Impact Documents	Electronic	CLB confirms documents have been completed	P	R
30	Acceptance Certificate – Analysis Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to Configuration and Development Phase.	P	R

4.10 Phase 2b: MWM Analysis

A series of workshops form the core of the Analysis Phase. These workshops require participation by CLB's Core Team and Subject Matter Experts (SME's). The EP²M team is responsible to document decisions and action items that arise during the workshops.

Analysis allows a cross section of the SME's to explore, in detail, the set up and use of the Mobile Workforce Management product at their site. Groups of SME's are organized along functional lines and work together to determine the subsystem set-up assumptions, functional capabilities, and resource requirements for the successful completion of the Project.

During workshops, the Core Team and SMEs examine business processes to determine all CLB mandatory requirements. A guiding project principle will be to minimize product extensions, rely upon product configuration and to the greatest extent possible, modify CLB's business processes to align with best practices inherent in the product workflow. Requirement Traceability is maintained between the original RFP requirement matrix and the workshop topics so that upon completion of Analysis it can be confirmed that all of CLB's requirements have been discussed and addressed.

These requirements might relate to the software itself, to a present policy or procedure, or to the actual implementation process.

Activity	Description	Responsibility		
		EP ² M	CLB	
1	Functional Workshops	EP ² M leads workshops on functional topics.	R	P
2	Attend Functional Workshops	Attended by core team and SME's as needed.		R
3	Workshop Preparation and follow-up - EP ² M	Prepare workshop materials, and research and document follow-up items from the workshops.	R	P
4	Requirements Traceability	Maintain traceability between the original RFP requirement matrix and the decision made concerning workshop topics	R	P
5	Workshop Preparation and follow-up - CLB	Provide/prepare existing business process workshop materials and research and document follow-up items from the workshops.	P	R
6	Decision Sheets	EP ² M creates Decision Sheets for each gap raised during Analysis and provides alternative approaches with input from CLB.	R	P
		EP ² M and CLB draft the business process changes of any approaches.	R	R
		CLB select the desired solution and approves the solution for implementation.	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
7	Interface Workshops	EP ² M facilitates workshops on interface topics, potentially held in parallel with the Functional Analysis Workshops where there are no conflicts concerning team attendance.	R	P
8	Attend Interface Workshops	Attended by CLB core team and SME's as needed.	P	R
9	Create Interface Strategy Document(s)	EP ² M with the assistance of the CLB will produce an Interface Strategy Document(s) with a description of the required interfaces, specifications and roles and responsibilities of each party for the interfaces identified in Appendix B Interface Specifications.	R	P
10	Develop MWM and ORS (Oracle Resource Scheduler) Design Documents	EP ² M will develop design specifications that describe the MWM/ORS configuration/extensions that will be delivered in the Configuration and Development phase.	R	P
11	Review MWM and ORS Design Documents	EP ² M leads a review session for the MWM and ORS Design Documents.	R	P
12	Review Interface Strategy Document(s)	EP ² M leads a review session for the Interface Strategy Document(s).	R	P
13	Master Test Plan Document	EP ² M will provide a Master Test Plan template document that includes objectives, approach, phases, deliverables, defect management process, assumptions and both staffing and environment requirements. CLB, with assistance from EP ² M will modify the template to meet CLB's specific Testing strategy and approach.	R	R
14	Draft Interface Schedule	EP ² M and CLB develop a schedule for building and implementing the interfaces identified in Appendix B Interfaces.	R	R
15	Draft Training Plan and Needs Assessment	EP ² M develops a Training Strategy to address CLB's Training Requirements.	R	P
16	Draft Reporting Plan	CLB develops a Reports Plan to address Reporting requirements.	R	P

	Activity	Description	Responsibility	
			EP ² M	CLB
17	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes a plan that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project development and training environments.		R
18	Approval to proceed to Configuration and Development Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.10.1 MWM Analysis Assumptions:

1	<p>CLB staff and other resources will be available within the time frame required for the Analysis Phase workshops, including the Functional Workshops, Interface Workshops, and Conversion Workshops.</p> <p>CLB understands that these workshops may occur in parallel during the Analysis phase. EP²M understands that some CLB resources may be required for multiple workshops and conflicts may arise. Therefore, EP²M will proactively manage the workshop schedule to avoid attendance conflicts for key resources.</p>
2	Facilities and equipment are in place including access to Internet and VPN.
3	CLB prefers a minimum number of product enhancements and will rely upon product configuration and business process modifications to fit the technology workflow rather than building custom extensions.
4	CLB is responsible for CLB-side interface points (i.e. applications outside the Licensed software), including any modifications to existing applications.
5	Scope will be frozen at the end of the Analysis phase in order to transition to the Configuration and Development Stage.
6	Design and Programming/ Unit Test Specifications will be produced in a format specified by EP ² M.
7	Should new requirements not previously identified be defined for extensions (algorithms, background processes, user exits, portal zones, query zones), interfaces, and reports, a Change Request will be created and approved by both parties, and may result in an adjustment of cost and/or schedule provided that such requirements were not specified in the CLB RFP and answered in the affirmative by EP ² M.

4.10.2 Phase 2b: MWM Analysis Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Functional Workshops	Workshops	CLB confirms Functional Workshops were completed satisfactorily.	P	R
2	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
3	Interface Workshops	Workshops	CLB confirms Interface Workshops were completed satisfactorily.	P	R
4	MWM Functional Design Specification	Electronic	CLB and EP ² M review the contents	R	R
5	MWM Functional Design Specification	Electronic	CLB approves the deliverable.	P	R
6	ORS Requirements Specifications	Electronic	CLB and EP ² M review the contents	R	R
7	ORS Requirements Specifications	Electronic	CLB approves the deliverable.	P	R
8	Interface Plan Document(s)	Electronic	CLB and EP ² M review the contents	R	R
9	Interface Plan Document(s)	Electronic	CLB approves the deliverable.	P	R
10	Master Test Plan Document Revisions	Electronic	CLB and EP ² M review CLB's draft revisions	R	R
11	Draft Interface Schedule	Electronic	CLB and EP ² M review and jointly approve	R	R
12	Draft Training Plan and Needs Assessment	Electronic	CLB and EP ² M review the draft contents.	R	R
13	Draft Reports Plan	Electronic	CLB and EP ² M review the draft contents.	R	R
14	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the infrastructure is installed and access is available to development and training environments	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
15	Acceptance Certificate – Analysis Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to Configuration and Development Phase.	P	R

4.11 Scope Reconciliation

Appendices B, C and D describe the known scope of interfaces, extensions and reports that are included as part of this SOW. The Analysis phase will serve to confirm this scope.

It is fairly common in projects that, by the end of the Analysis phase, it is determined that certain interfaces, extensions or reports may no longer be needed. This may be due to functionality that is now available in the base product, a change in the way the product will be utilized vs. what was envisioned during the Sales process, or several other reasons. At the same time, other extensions (or interfaces or reports) may become required functionality that weren't previously identified during the Sales process.

In order to provide a fair and equitable method of reconciling how these additions and subtractions from scope will be handled during the project, the EP²M Project Manager will utilize spreadsheets to keep track of the additions and subtractions from the list of extensions, interfaces and reports. These spreadsheets will also track if/how the complexities and effort estimates for each item changes as we proceed through the Start-up and Discovery and Analysis phases. These spreadsheets will be reviewed weekly by the CLB Project Manager and CLB Project Sponsor and could ultimately be reviewed by the CLB Steering Committee if there is any additional cost involved.

At the end of the Analysis phase, if the total pool of hours estimated for either the extensions or interfaces or reports is different than what was identified in this SOW and EP²M identifies or provides justification for the increase or decrease in scope, then one of two actions will be taken:

- If the pool of hours required moving into the Configuration and Development phase is **greater** than what was budgeted for in this SOW and is a result of a change of project scope, a Change Request will be raised for the incremental hours.
- If the pool of hours required moving into the Configuration and Development phase is **less** than what was budgeted for in this SOW and is a result of a reduction of project scope, the difference in hours will be set aside to use elsewhere in the project (e.g. for Conversion Support) and a Change Request will be raised for the "credit" amount.

4.12 Phase 3a: CC&B Configuration and Development

The objective of the Configuration and Development phase is to prepare the system for the Testing and Acceptance phase by completing the CC&B configuration, and by designing and developing software components (algorithms, user exits, background processes), interfaces, reports, documentation, conversion routines and changed business processes as called for in the Analysis Report. Those items identified during Analysis, but not currently in scope of this SOW, will be described in a Change Request Form and may or may not be approved by CLB. In addition, test plans, scripts and data needed for Testing and Acceptance are prepared. Finally, certain End User Training activities are started during this phase.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Configuration Support	EP ² M provides support for the application configuration.	R	
2	Complete the application configuration	EP ² M defines remaining application configuration values and enters them into the system.	R	
3	Configuration Worksheet maintenance	EP ² M maintains changes to the configuration worksheet.	R	
4	Configuration Rationale maintenance	CLB maintains changes to the configuration rationale document.	P	R
5	Detail Design and Development of Extensions - EP ² M	EP ² M will design, develop and unit test Extensions as listed in Appendix C Extensions or as agreed to at the end of the Analysis phase.	R	
6	Detail Design and Development of Interfaces - EP ² M-CC&B side	EP ² M will design, develop and unit test Interfaces as listed in Appendix B Interfaces, or as agreed to at the end of the Analysis phase.	R	
7	Detail Design and Development of Interfaces – CLB side	CLB will design, develop and unit test the CLB side of the Interfaces as agreed to at the end of the Analysis phase.	P	R
8	Detail Design of Reports - EP ² M	EP ² M will design, develop and unit test Reports as listed in Appendix D Reports or as agreed to at the end of the Analysis phase.	R	

	Activity	Description	Responsibility	
			EP ² M	CLB
9	Detail Design and Development of Reports – CLB	CLB will develop and unit test Reports as agreed to at the end of the Analysis phase to be the responsibility of CLB.		R
10	Background Process Scheduling	EP ² M works with CLB operations to set up scheduler to execute background processes. EP ² M provides information regarding sequence and dependencies.	R	R
11	Test Scenarios and Cases	EP ² M will provide typical test scenarios for CC&B business transactions based on CC&B URMs. CLB will extend the test scenarios into the required test cases.	P	R
12	Test Data Creation - Functional Testing	CLB will create a small volume of test data to support Functional Testing (approximately 100 accounts). EP ² M will advise.	P	R
13	Test Data Creation - Interface Testing	CLB will create a small volume of test data (e.g., sample interface file) to support Interface Testing. EP ² M will advise.	P	R
14	End User Training Materials	EP ² M will provide baseline end user training materials, as defined in section 4.5 Training, and customize those materials to be role based and conform to documented business process changes.	R	P
15	Training Database	EP ² M will create training database data for end user training.	R	
16	Data Conversion	EP ² M is responsible for leading data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities. CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.	R	R

Activity	Description	Responsibility		
		EP ² M	CLB	
17	Conversion Runs – Legacy Side	CLB will execute conversion runs as needed.	P	R
18	Conversion Runs –CC&B Side	EP ² M will execute conversion runs as needed.	R	P
19	Business Process Change Documentation	CLB will select new or modified Business Procedures for use in the next phase. EP ² M will assist	P	R
20	Business Process Change Documentation	EP ² M will document new or modified Business Procedures for use in the next phase. CLB will assist.	R	P
21	System Procedures-Operational	CLB will develop operational procedures for system. CLB will use these procedures in the next phase.		R
22	Interface Schedule	CLB and EP ² M finalize the Interface schedule for building and implementing the interfaces.	R	R
23	Training Plan and Schedule	EP ² M and CLB finalize a Training Plan and Schedule to address Training Requirements.	R	P
24	Reports Plan and Schedule	EP ² M finalizes a Reports Plan and Schedule to address Reporting Requirements.	R	P
25	Deployment - Cutover Plan	EP ² M finalizes the Cutover Plan. CLB will utilize and refine this Plan in the next phase.	R	P
26	Quality Review #2	EP ² M will conduct Quality Review #2 to ensure project is ready to move on to next phase.	R	P
27	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes the schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project testing and conversion environments.		R

	Activity	Description	Responsibility	
			EP ² M	CLB
28	Project Success Assessment	Assess progress toward Project Success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	P	R
29	Stakeholder Alignment to Project Success Evaluation	Work with stakeholder groups as needed to build alignment to Project Success Evaluation	P	R
30	Business Process Change - Training Material and Test Plan Integration	Integrate business process changes into the role based training materials and test scenarios	R	P
31	Business Transformation Team	Plan and facilitate the Business Transformation Team (or smaller segments of the team) meetings focused on discussing organizational revisions, user involvement, preparation for upcoming project activities, or process demonstrations	P	R
32	Business Readiness Tasks	Implement the process for tracking and reporting	P	R
33	Business Readiness Weekly Updates	<p>Work with functional leads to ensure weekly update forms are completed.</p> <p>Work with project mgmt to implement the process for compiling and sending out weekly updates.</p> <p>Work with functional leads to implement the intervention and tracking processes</p>	P	R
34	Stakeholder Involvement Schedule	Communicate schedule to users, so they can plan workload and schedules	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
35	Organizational Transformation Plans	<p>This activity builds on the Organizational Impact Documents developed in the previous phase.</p> <p>This is an iterative process involving department directors, business process owners and key users forming working groups to make required organizational revisions.</p> <p>The organizational change lead will facilitate the groups, provide guidance, develop the schedule, and provide status on the transformation plans</p>	P	R
36	Approval to proceed to Acceptance Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.12.1 CC&B Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Configuration and Development phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	Extensions included for development are in Extension List.
4	Interfaces included for development are in Interface List.
5	Changes, if required, will be documented on a Change Request Form and if approved will be implemented with an equitable adjustment to cost and or schedule.
6	EP ² M's assistance does not include programming on the Legacy CIS system side of interfaces.
7	EP ² M's assistance is limited to those interfaces listed in the SOW.

4.12.2 Phase 3a: CC&B Configuration and Development Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Configured System	Software	CLB and EP ² M confirm configuration is set up in accordance to the Analysis report.	R	R
2	Extensions - EP ² M	Software	CLB confirms delivery of EP ² M unit tested Extensions.		R
3	Interfaces - EP ² M	Software	CLB confirms delivery of EP ² M unit tested Interfaces.	P	R
4	Interfaces - CLB	Software	CLB and EP ² M confirm delivery of CLB unit tested Interfaces.	R	R
5	Reports - EP ² M	Software	CLB confirms delivery of EP ² M unit tested Reports.	P	R
6	Reports - CLB	Software	CLB and EP ² M confirm delivery of CLB unit tested Reports.	R	R
7	Test Plan	Electronic	CLB and EP ² M review and confirm contents.	R	R
8	Test Scenarios and Scripts	Electronic	CLB and EP ² M review and confirm contents.	P	R
9	Test Data Creation Functional Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
10	Test Data Creation – CLB side of Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
11	Test Data Creation – EP ² M side of Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	R	P
12	End User Training Material	Electronic	CLB and EP ² M review the contents.	R	P
13	End User Training Material	Electronic	CLB approves the deliverable.	P	R
14	Training Database	Electronic	CLB and EP ² M review the contents.	R	P

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
15	Data Conversion Extract programs	Software	CLB and EP ² M confirm delivery of unit tested extract programs.	R	R
16	Conversion Runs	Process & Electronic	CLB and EP ² M review and confirm results of limited runs.	R	R
17	System Procedures-Operational	Electronic	CLB and EP ² M review and confirm contents.	R	R
18	Interface Plan	Electronic	CLB and EP ² M review and confirm contents.	R	R
19	Training Plan	Electronic	CLB and EP ² M review the contents.	R	P
20	Training Plan	Electronic	CLB approves the deliverable.	P	R
21	Reports Plan	Electronic	CLB and EP ² M review the contents.	R	P
22	Reports Plan	Electronic	CLB approves the deliverable	P	R
23	Cutover Plan	Electronic	CLB and EP ² M review and confirm contents.	R	R
24	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
25	Quality Review #2 Report	Electronic	CLB and EP ² M review and confirm contents.	P	R
26	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the infrastructure is installed and access is available to testing and conversion environments	P	R
27	Project Success Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders has been performed	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
28	Stakeholder Alignment to Project Success Evaluation	Process	CLB confirms agreement with Project Success Evaluation indicators and measures has been achieved	P	R
29	Business Process Change - Training Material and Test Plan Integration	Process	CLB reviews training materials and test plans for Business Process integration	P	R
30	Business Transformation Team	Process	CLB confirms team has been identified and is meeting as planned	P	R
31	Business Readiness Tasks	Process, Electronic	CLB confirms tasks are being tracked, status-ed.	P	R
32	Business Readiness Weekly Updates	Process	CLB confirms the updates are occurring weekly	P	R
33	Stakeholder Involvement Schedule	Process	CLB confirms the schedule has been communicated	P	R
34	Organizational Transformation Plans	Process, Electronic	CLB confirms review of initial plans has been performed	P	R
35	Acceptance Certificate – Configuration and Development Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to the Acceptance Phase.	P	R

4.13 Phase 3b: MWM Configuration and Development

The objective of the Configuration and Development phase is to prepare the system for the Testing and Acceptance phase by completing the MWM configuration, and by designing and developing software components (algorithms, user exits, background processes), and interfaces as called for in the Analysis Phase. Those items identified during Analysis, but not currently in scope of this SOW, will be described in a Change Request Form and may or may not be approved by CLB. In addition, test plans, scripts and data needed for Testing and Acceptance are prepared.

Activity	Description	Responsibility	
		EP ² M	CLB
1	Configuration Support	R	
2	Develop MWM and ORS per Functional Design Specification.	R	
3	Detail Design and Development of Interfaces - EP ² M – CC&B side	R	
4	Detail Design and Development of Interfaces – CLB side		R
5	Detail Design and Development of Reports – EP ² M	R	
6	Detail Design and Development of Reports – CLB		R
7	Test Scenarios and Cases	P	R
8	Test Data Creation - Functional Testing	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
9	Test Data Creation - Interface Testing	CLB will create a small volume of test data to support Interface Testing. EP ² M will advise.	P	R
10	End User Training Materials	EP ² M will provide baseline end user training materials, as defined in section 4.5 Training.	R	P
11	Interface Schedule	CLB and EP ² M finalize the Interface schedule for building and implementing the interfaces.	R	R
12	Training Plan and Schedule	EP ² M and CLB finalize a Training Plan and Schedule to address Training Requirements.	R	P
13	Deployment - Cutover Plan	CLB finalizes the Cutover Plan. CLB will utilize and refine this Plan in the next phase.	P	R
14	Hardware, Software and Environment Infrastructure Support Schedule	CLB executes the schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project testing and training		R
15	Approval to proceed to Acceptance Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.13.1 MWM Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Configuration and Development phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	No Extensions were identified for development.
4	A Point-to-Point Interface to CC&B is included for development that is functionally equivalent to the Oracle provided interface demonstrated to CLB, including but not limited to; the creation of the order in MWM, updates to the order, status updates for enroute/onsite/complete, meter validation against CCB meter inventory, and appointment booking. Any functionality requested beyond that demonstrated to CLB by Oracle must be mutually agreed to by the parties. No other interfaces have been deemed required.
5	Changes, if required, will be documented on a Change Request Form and if approved will

	be implemented with an equitable adjustment to cost and or schedule.
6	No specific MWM Reporting Requirements have been identified by CLB. Any MWM Reports will need to be performed: 1) within the scope of work defined in Appendix D; or 2) by CLB; or 3) as part of a Change Request.

4.13.2 Phase 3b: MWM Configuration and Development Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Configured System	Software	CLB and EP ² M confirm configuration is set up in accordance to the MWM Design Specifications.	R	P
3	Interfaces - EP ² M	Software	CLB confirms delivery of EP ² M unit tested Interfaces.	P	R
4	Interfaces – CLB side	Software	EP ² M confirms delivery of CLB unit tested Interfaces.	R	P
5	Test Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
6	Test Scenarios and Scripts	Electronic	CLB and EP ² M review and confirm contents.	P	R
7	Test Data Creation - Functional Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
8	Test Data Creation - EP ² M side Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	R	P
9	Test Data Creation – CLB side Interface Testing	Electronic	CLB and EP ² M review and confirm contents.	P	R
10	End User Training Material	Electronic	CLB and EP ² M review the contents.	R	R
11	End User Training Material	Electronic	CLB approves the deliverable.	P	R
12	Interface Plan	Electronic	CLB and EP ² M review and confirm contents.	R	P
13	Training Plan	Electronic	CLB and EP ² M review the contents.	R	P
14	Training Plan	Electronic	CLB approves the deliverable.	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
15	Cutover Plan	Electronic	CLB and EP ² M review and confirm contents.	P	R
16	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
17	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the infrastructure is installed and access is available to testing and conversion environments	P	R
18	Acceptance Certificate – Configuration and Development Phase.	Electronic	CIS Project Steering Committee provides written approval to proceed to the Acceptance Phase.	P	R

4.14 Phase 4a: CC&B Testing and Acceptance

The Testing and Acceptance phase is composed of Functional, Integration, Conversion, System, Batch/Bill Cycle, and Performance Testing. User Acceptance Testing also occurs during the Acceptance Phase.

The first part of the Testing phase is designed to verify that the application provides the expected results when CLB operates the configured product plus extensions, and reports developed for the project. This part of the test is run with manually created data and a controlled set of test scripts generated for the sole purpose of comparing output from CC&B to expected results. CLB executes Testing as defined in the Master Test Strategy in a controlled and orderly manner to verify that the installed system is operating as specified. This step validates the decisions made in the Analysis Workshops and developed in the Configuration and Development Phase.

The second part of the Testing phase is designed to verify that the configured CC&B product integrated with interfaces and using converted data performs substantially as described in the Analysis Report.

The final step of this phase is preparation for CLB to take all the aspects of the systems (the software, procedures, documents and reports) into live operation through a simulated "Day in the Life test." Cutover plans and operational procedures are finalized. Any additional hardware and networking capability required for live operations is installed and tested by CLB.

EP²M will provide CLB a baseline set of Test Scenarios that were built using Oracle's URMs. These scenarios will be enhanced by CLB staff to reflect the specific nature of this project. EP²M will provide support for this activity. EP²M will also provide Training services to CLB during the Testing and Acceptance Phase.

4.14.1 CC&B Project Testing Definitions

The following are the types of testing that will be conducted during the "Testing and Acceptance" phase:

Test Type	Description
Unit Testing	A test of an isolated developed enhancement, interface or report component. Also occurs in the Configuration and Development phase.
Pre-Release / Delivery Assurance Testing	Testing performed by the EP ² M project team upon release of a code drop (package of EP ² M developed components), prior to turnover to CLB.
Functional/Configuration Testing	The CC&B Configuration setup is validated against the configuration design described in the Analysis Report and Configuration Rationale documents.
Conversion Testing	This test will identify issues with programs and procedures used to convert data from the Legacy CIS system that may cause data to be converted incorrectly or omitted.
Integration Testing	This test checks whether product interfaces work to specifications and do not adversely impact the system as a whole.

Test Type	Description
System Testing	Tests multiple application components working together rather than in isolation. Performed on converted data where possible.
Batch/Bill Cycle Testing	Will exercise the daily cycle functionality of the system using converted data, either parallel to or after System Test.
Performance Testing	<p>CLB will conduct Batch and Online performance tests and analyze the results.</p> <p>EP²M will implement recommendations in the following areas:</p> <ol style="list-style-type: none"> 1. Application tuning 2. SQL tuning 3. Batch processing 4. Database tuning
User Acceptance Testing (UAT)	<p>Product, enhancements, and interfaces are all tested with converted data. Testing is complete when all the application test script components have been executed, critical defects corrected, and project management has approved the approach and schedule for addressing non-critical defects.</p> <p>“Day in the Life” testing will occur during UAT, the purpose of which is to simulate as close as possible a typical business day(s) operations.</p>

4.14.2 CC&B Project Testing Activities

The following are activities that will be performed during the Testing and Acceptance phase:

Activity	Description	Responsibility	
		EP ² M	CLB
1	Testing Support	R	P
2	Update Test Scenario and Scripts	P	R
3	Testing - Incident Reporting and Communication Process	P	R
4	Unit Testing	R	P
5	Functional / Configuration Testing	R	P
6	Integration Testing	R	R

Activity	Description	Responsibility	
		EP ² M	CLB
7	System Testing	P	R
8	Batch/Bill Cycle Testing	P	R
9	Performance Testing	P	R
10	Configuration Worksheet maintenance	R	P
11	Configuration Rationale maintenance		R
12	Business Process Change Documentation - New/Modified Business Procedures		R
13	System Procedures - Operational	P	R
14	Background Process Scheduling	P	R
15	End User Training – Testers	R	P
16	End User Training	R	P
17	Training Database	R	P

Activity	Description	Responsibility		
		EP ² M	CLB	
18	Data Conversion	EP ² M is responsible for facilitating data conversion mapping, CC&B side data load, and validation testing, balancing and verification activities. CLB is responsible for Legacy side data extract, cleansing, testing, and development of any custom data extracts required for translation or transformation.	R	R
19	Mock Data Conversion Runs	Testing of conversion programs. CLB and EP ² M will execute at least 3 end-to-end mock conversion runs. CLB and EP ² M are responsible for data cleanup, extract, testing balancing and verification activities. EP ² M will provide CC&B Conversion knowledge and support.	R	R
20	Dress Rehearsals	Performed in concert with a mock data conversion and is a rehearsal of the Deployment - Schedule. CLB and EP ² M will execute at least 2 Dress Rehearsals prior to Go-Live	R	R
21	Deployment - Cutover Schedule - Final	CLB and EP ² M will utilize Deployment – Cutover Plan and will develop detailed schedule of readiness and cutover tasks for Go-Live.	P	R
22	Quality Review #3	EP ² M will conduct Quality Review #3 to ensure project is ready to move on to next phase.	R	P
23	Hardware, Software and Environment infrastructure support Schedule	CLB executes a schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project production environments.		R

Activity	Description	Responsibility	
		EP ² M	CLB
24	Project Success Assessment		R
25	Business Process Change – Testing and Training Program Support	R	P
26	Business Transformation Team	P	R
27	Business Readiness Tasks	P	R
28	Business Readiness Weekly Updates	P	R
29	Stakeholder Involvement Schedule	P	R
30	Organizational Transformation Plans	P	R

Activity	Description	Responsibility		
		EP ² M	CLB	
31	Approval to proceed to Go-Live Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	P	R

4.14.3 CC&B Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Testing and Acceptance phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	The Go-Live criteria previously established have been referenced in the Go-Live decision.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	Any software implementation issues have been resolved according to the Go-Live criteria.
6	Final readiness and cutover activities are complete and accurate.
7	New/Revised Business Process documentation is complete and accurate.
8	Technical Operational procedures are complete and accurate.
9	EP ² M will provide an overview of the testing process and provide baseline test scenarios to assist CLB with their testing efforts.
10	CLB will appoint a Test Lead.
11	CLB is responsible for Acceptance Testing, including developing of CLB specific test plans and cases and building appropriate test scripts based upon CLB's business processes and procedures. EP ² M will assist as requested.
12	CLB will provide all of the testers required for User Acceptance Testing. Testers will have been trained at some point during the project and will be familiar with CLB's business requirements.
13	Following the Configuration and Development phase, CLB shall begin the User Acceptance Testing according to the published project schedule.
14	If participation by an outside vendor, whose product is not included in the CC&B application, is required to test the interfaces described herein, CLB is responsible for all contractual arrangements and payments for this effort. Negotiation, management, and payment of these arrangements are not the responsibility of EP ² M, although if requested by CLB, EP ² M may assist in reasonable communication and facilitation of interface testing with such outside vendors if requested via the Change Request process.
15	Technical Operational procedures are complete and accurate. CLB is responsible for developing and/or updating its data center operations documentation, with EP ² M's assistance.

4.14.4 Phase 4a: CC&B Testing and Acceptance Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Functional / Configuration Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
2	Integration Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
3	System Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
4	Batch/Bill Cycle Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
5	Performance and Stress Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
6	Final - Business Process Change Documentation - New/Modified Business Procedures	Electronic	CLB and EP ² M confirm completion.	R	R
7	Final - System Procedures – Operational	Electronic	CLB and EP ² M confirm completion.	R	R
8	Final - Background Process Scheduling	Electronic	CLB and EP ² M confirm completion.	R	R
9	End User Training	Training	CLB and EP ² M confirm successful completion.	R	R
10	Mock Conversion Runs	Electronic	CLB and EP ² M confirm successful completion.	R	R
11	Dress Rehearsals	Electronic	CLB and EP ² M confirm successful completion.	R	R
12	Deployment - Cutover Schedule-Final	Electronic	CLB and EP ² M confirm completion.	R	R
13	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
14	Final Integrated System	Software	CLB and EP ² M review and confirm all configurations, Extensions, Interfaces, Reports and Data Conversion processes for deployment phase.	R	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
15	Quality Review #2 Report	Electronic	CLB and EP ² M review and confirm contents.	P	R
16	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the infrastructure is installed and access is available for Production environments	P	R
17	Project Success Assessment	Process	CLB confirms regular updates to Project Sponsors, Managers and Stakeholders have been performed	P	R
18	Business Process Change – Testing and Training Program Support	Process	CLB confirms training and testing support has been provided	P	R
19	Business Transformation Team	Process	CLB confirms team has been identified and are meeting as planned	P	R
20	Business Readiness Tasks	Process, Electronic	CLB confirms tasks are being tracked, status-ed.	P	R
21	Business Readiness Weekly Updates	Process	CLB confirms the updates are occurring weekly	P	R
22	Stakeholder Involvement Schedule	Process	CLB confirms the schedule has been communicated	P	R
23	Organizational Transformation Plans	Process, Electronic	CLB confirms review status of plans has been performed	P	R

4.15 Phase 4b: MWM Testing and Acceptance

The Testing and Acceptance phase is composed of Functional, Integration, and User Acceptance Testing.

The first part of the Testing phase is designed to verify that the application provides the expected results when it operates the configured product plus extensions. This part of the test is run with manually created data and a controlled set of test scripts generated for the sole purpose of comparing output from MWM to expected results. CLB executes Testing as defined in the Test Plan in a controlled and orderly manner to verify that the installed system is operating as specified. This step validates the decisions made in the Analysis Workshops and developed in the Configuration and Development Phase.

The second part of the Testing phase is designed to verify that the configured MWM product integrated with interfaces performs substantially as described in the Functional Design Specification.

The final step of this phase is preparation for CLB to take all the aspects of the systems (the software, procedures, documents and reports) into live operation. Cutover plans and operational procedures are finalized. Any additional hardware and networking capability required for live operations is installed and tested by CLB.

EP²M will also provide Training services to CLB during the Testing and Acceptance Phase.

4.15.1 MWM Project Testing Definitions

The following are the types of testing that will be conducted during the “Testing and Acceptance” phase:

Test Type	Description
Unit Testing	A test of an isolated developed enhancement, interface or report component. Also occurs in the Configuration and Development phase.
Functional Testing	The MWM Configuration setup is validated against the configuration design described in the Analysis Report and Configuration Rationale documents.
Pre-Release / Delivery Assurance Testing	Testing performed by the EP ² M project team upon release of a code drop (package of EP ² M developed components), prior to turnover to CLB.
Integration Testing	This test checks whether product interfaces work to specifications and do not adversely impact the system as a whole.
System Testing	Tests multiple application components working together rather than in isolation. Performed on converted data where possible.

Test Type	Description
User Acceptance Testing (UAT)	Product, enhancements, and interfaces are all tested. Testing is complete when all the application test script components have been executed, critical defects corrected, and project management has approved the approach and schedule for addressing non-critical defects. "Day in the Life" testing will occur during UAT, the purpose of which is to simulate as close as possible a typical business day(s) operations.

4.15.2 MWM Project Testing Activities

The following are activities that will be performed during the Testing and Acceptance phase:

Activity	Description	Responsibility	
		EP ² M	CLB
1	Testing Support	R	P
2	Update Test Scenario and Scripts	P	R
3	Testing - Incident Reporting and Communication Process	P	R
4	Functional / Configuration testing	R	P
5	Integration Testing	P	R
6	System Testing	P	R

	Activity	Description	Responsibility	
			EP ² M	CLB
7	End User Training – Testers	EP ² M will provide End User Training to Testers	R	P
8	End User Training	EP ² M will provide Training to CLB End Users as defined in the Training Plan.	R	P
9	Deployment - Cutover Schedule - Final	CLB and EP ² M will utilize Deployment – Cutover Plan and will develop detailed schedule of readiness and cutover tasks for Go-Live.	P	R
10	Hardware, Software and Environment infrastructure support Schedule	CLB executes a schedule that covers the procurement, setup, installation, connectivity and support of the environment infrastructure needed to support the project production environments.		R
11	Approval to proceed to Go-Live Phase	EP ² M and CLB meet with Steering Committee to review the results of the phase. Steering Committee reviews and approves moving to next phase.	R	R

4.15.3 MWM Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Testing and Acceptance phase.
2	Facilities and equipment are in place including access to Internet and VPN.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	High-priority software implementation issues have been resolved.
6	Final readiness and cutover activities are defined and accurate.
7	New/Revised CLB Business Process documentation is complete and accurate.
8	CLB Technical Operational procedures are complete and accurate.
9	CLB will appoint a Test Lead.
10	CLB is responsible for Acceptance Testing, including developing of CLB specific test plans and cases and building appropriate test scripts based upon CLB's business processes and procedures. EP ² M will assist as requested.
11	CLB will provide all of the testers required for User Acceptance Testing. Testers will have been trained at some point during the project and will be familiar with CLB's business requirements.

12	Following the Configuration and Development phase, CLB shall begin the User Acceptance Testing according to the published project schedule.
13	If participation by an outside vendor, whose product is not included in the MWM application, is required to test the interfaces described herein, CLB is responsible for all contractual arrangements and payments for this effort. Negotiation, management, and payment of these arrangements are not the responsibility of EP ² M, although if requested by CLB, EP ² M may assist in reasonable communication and facilitation of interface testing with such outside vendors if requested via the Change Request process.
14	Technical Operational procedures are complete and accurate. CLB is responsible for developing and/or updating its data center operations documentation.

4.15.4 Phase 4b: MWM Testing and Acceptance Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Functional Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
2	Integration Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
3	System Testing	Electronic	CLB and EP ² M confirm successful completion.	R	R
4	End User Training	Electronic	CLB and EP ² M confirm completion.	R	R
5	Deployment - Cutover Schedule-Final	Electronic	CLB and EP ² M confirm completion.	R	R
6	Updated Project Schedule	Electronic	CLB and EP ² M review and confirm contents and the level of detail is sufficient for the next phase.	R	R
7	Final Integrated System	Software	CLB and EP ² M review and confirm all configurations, Extensions, Interfaces, Reports and Data Conversion processes for deployment phase.	R	R
8	Hardware, Software and Environment infrastructure support	Software & Access	CLB confirms the product is installed and access is available for Production environments	P	R

4.16 Phase 5a: CC&B Go-Live

Go-Live is the time in the project life cycle when the collective results of all previous phases are realized. The objective of the Go-Live Phase is to perform the necessary activities to begin operation of the new system in a production environment. The plan for the CLB is a single phase deployment of all functionality to all users and all locations. At this point, CLB takes full ownership of the installed product and should be sufficiently equipped to operate it successfully with the Managed Services to be provided by EP2M

By the end of the phase, the system should be operational in the production environment and stable.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	CLB finalizes production helpdesk communications and procedures. EP ² M provides support.	P	R
2	Go-Live Support	EP ² M provides support during the final deployment of the system.	R	
3	Final Business Process Change Documentation - New/Modified Business Procedures	CLB verifies and distributes Final Business Process Change Documentation - New/Modified Business Procedures to users.		R
4	Final System Procedures - Operational	EP ² M and CLB verifies and distributes Final System Procedures-Operational.	R	R
5	End User Refresher Training	EP ² M will provide End User Refresher Training if needed.	R	
6	Final External Communications	CLB provides schedule of events to external parties.		R
7	Final Internal Communications	CLB provides schedule of events to internal departments.		R
8	Final Review of Deployment - Cut Over Schedule	CLB and EP ² M formally review the deployment and cutover schedule and contingency plans.	P	R
9	Final Hardware, Software and Environment infrastructure support schedule check	CLB and EP ² M perform a final check on Hardware, Software and Environment infrastructure and confirm support plans.	P	R
10	Final Data Conversion	Final Data Conversion extract, load, cleanup, balancing and verification are performed.	R	R

	Activity	Description	Responsibility	
			EP ² M	CLB
11	Go / No Go-Live Decision	The results of the Final Data Conversion are evaluated and a Go or No Go-Live decision is made.	P	R
12	No Go-Live Decision	If the decision to not go live is made then contingency plans are executed	P	R
13	Contingency Plans	Execute contingency plans as defined in Cutover/Deployment Plan if needed.	P	R
14	Project Success Assessment	Continued to assess progress toward Project Success indicators and measures and identify potential risks and mitigation related to the organization's adoption and utilization of the system	P	R
15	Business Transformation Team	Ensure business process changes are effectively used by supporting end users during the Go-Live event and for the weeks immediately following. Work with user community to address post go live issues in the following categories: system in not working in accordance with work instructions/desk procedures, users experiencing problems because they are not following work instructions/desk procedures, and business process isn't working as designed and needs to be adjusted. Serve as liaison between project team and user community	R	P
16	Stakeholder Involvement Schedule	Communicate schedule to users, so they understand their schedule for post go live support sessions	P	R
17	Organizational Transformation Plans	Work with business process owners and managers to ensure that organizational revisions are completed. Make adjustments where needed	P	R

Activity	Description	Responsibility	
		EP ² M	CLB
18	Approval to Go-Live	P	R

4.16.1 CC&B Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Go-Live Phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	The Quality of the Data Converted meets the Go-Live Acceptance Criteria or any deviation from these criteria that has been deemed acceptable to CLB.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	Any software implementation issues have been resolved according to the Go-Live criteria
6	Final Data Conversion was successful and balanced/reconciled

4.16.2 Phase 5a: CC&B Go-Live Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Final - Business Process Change Documentation - New/Modified Business Procedures	Electronic	CLB and EP ² M confirm completion.	R	R
2	Final - System Procedures – Operational	Electronic	CLB and EP ² M confirm completion.	R	R
3	Final Data Conversion	Electronic	CLB and EP ² M confirm completion and results.	R	R
4	Project Success Assessment	Process	CLB confirms final update to Project Sponsors, Managers and Stakeholders has been performed	P	R

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
5	Business Transformation Team	Process	CLB confirms support has been provided for Go-live and immediately after	P	R
6	Stakeholder Involvement Schedule	Process	CLB confirms stakeholders have been communicated to regarding Go-Live event activities	P	R
7	Organizational Transformation Plans	Process	CLB confirms organizational transformation activities have occurred as planned	P	R
8	Acceptance Certificate – Go-Live Phase	Electronic	CIS Project Steering Committee provides written approval to proceed to the Post Go-Live Support Phase.	P	R

4.17 Phase 5b: MWM Go-Live

Go-Live is the time in the project life cycle when the collective results of all previous phases are realized. The objective of the Go-Live Phase is to perform the necessary activities to begin operation of the new system in a production environment. The plan for CLB is a single phase deployment of all functionality to all users and all locations. At this point, CLB takes full ownership of the installed product and should be sufficiently equipped to operate it successfully with the Managed Services provided by EP2M.

By the end of the phase, the system should be operational in the production environment and stable.

	Activity	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	CLB finalizes production helpdesk communications and procedures. EP ² M provides support.	P	R
2	Go-Live Support	EP ² M provides support during the final deployment of the system.	R	
3	Final External Communications	CLB provides schedule of events to external parties.		R
4	Final Internal Communications	CLB provides schedule of events to internal departments.		R

	Activity	Description	Responsibility	
			EP ² M	CLB
5	Final Review of Deployment - Cut Over Schedule	CLB and EP ² M formally review the deployment and cutover schedule and contingency plans.	P	R
6	Final Hardware, Software and Environment infrastructure support schedule check	CLB and EP ² M perform a final check on Hardware, Software and Environment infrastructure and confirm support plans.	P	R
7	Final Data Conversion – Only pending orders from Advantex	Final Data Conversion extract, load, cleanup, balancing and verification are performed.	R	R
8	Go / No Go-Live Decision	The results of the Final Data Conversion are evaluated and a Go or No Go-Live decision is made.	R	R
9	No Go-Live Decision	If the decision to not go live is made then contingency plans are executed	P	R
10	Contingency Plans	Execute contingency plans as defined in the Cutover/Deployment Plan if needed.	P	R
11	Approval to Go-Live	EP ² M and CLB meet with Steering Committee to review the results of the Final Data Conversion. If satisfactory, Steering Committee reviews and approves Go-Live decision.	P	R

4.17.1 CCB Assumptions:

1	CLB staff and other resources will be available within the time frame required for the Go-Live Phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	The Quality of the Data Converted meets the Go-Live Acceptance Criteria or any deviation from these criteria that has been deemed acceptable to CLB.
4	End User Training is complete and the End Users are confident in their readiness to go live.
5	High-Priority software implementation issues have been resolved

4.17.2 Phase 5b: MWM Go-Live Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Final - System Procedures – Operational	Electronic	CLB confirm completion.	P	R
2	Final Data Conversion – Only Advantex Pending Orders	Electronic	CLB and EP ² M confirm completion and results.	R	R
3	Acceptance Certificate – Go-Live Phase	Electronic	CIS Project Steering Committee provides written approval to proceed to the Post Go-Live Support Phase.	P	R

4.18 Phase 6: Post Go-Live Support

The objective of the Post Go-Live Support phase is for EP²M to support CLB in the performance of the day to day support activities of the new system in the production environment.

	Activities	Description	Responsibility	
			EP ² M	CLB
1	Production Helpdesk	EP ² M triages all helpdesk support items. CLB supplies information regarding the problem. CLB will provide support as able.	R	P
2	Problem Resolution	EP ² M provides problem resolution. CLB provides problem resolution support.	R	P
3	Performance Tuning Measurement	CLB measures performance during 30 day window. EP ² M provides performance tuning recommendations and advice.	P	R
4	Performance Tuning	EP ² M performs performance tuning of Oracle Database, CC&B and MWM applications based on recommendations.	R	P
5	Performance Tuning	CLB performs performance tuning of infrastructure (network, hardware, operating system) based on recommendations.	P	R
6	Final System Acceptance	EP ² M and CLB meet with Steering Committee to review the results of the Final Performance measurement period. Steering Committee reviews and approves Final System Acceptance.	P	R

4.18.1 Constraints and Assumptions:

1	CLB staff and other resources will be provided within the time frame required for the Post Go-Live phase.
2	Facilities and equipment are in place including access to Internet and VPN.
3	CLB implements network performance tuning recommendations on a timely basis.
4	CLB addresses all behavior issues with respect to system use.
5	Any material performance issues have been identified and EP ² M has implemented any database or application performance tuning measures as identified and reasonably within its control.

6	Post Go-Live Support starts immediately after Go-Live and will last for 6 months.
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4.18.2 Phase 4: Post Go-Live Completion Criteria

	Deliverable	Type	Approval Process	Responsibility	
				EP ² M	CLB
1	Performance Tuning	Paper or Electronic or Software	CLB and EP ² M confirm completion.	R	R
2	Final System Acceptance	Paper or Electronic	CIS Project Steering Committee provides written approval.	P	R
3	No Severity 1 or 2, items are outstanding and only those Severity 3 items which the parties agree should be resolved prior to Final System Acceptance.	Electronic	EP ² M provides all resolutions & CLB confirms	R	P

5 FEES AND EXPENSES

5.1 Project Fees and Expenses

EP²M will provide the professional services identified in this Statement of Work on a Fixed Price basis, inclusive of Travel Expenses as denoted in the table below. The duration of the project is estimated at approximately 18 months, plus 6 months post-implementation support for CC&B and MWM.

CC&B Implementation	\$5,590,057
MWM Implementation	\$956,680

Any changes to scope that extends the project schedule, including CLB's need for additional time to complete its responsibilities as defined in this SOW, will be handled via the Project Change Management Process as defined in the Contract and this SOW or the default remedies defined in the Contract.

5.2 Payment Schedule and Milestones

The Payment Schedule has been defined with a Final Payment of 10% of the Fixed Price and the remaining 90% of the Fixed Price divided into monthly payments based on a weighted distribution as follows:

1. 82% (of the remaining 90%) to be allocated over the 18 Month implementation period for CC&B and MWM.
2. 18% (of the remaining 90%) to be allocated over the 6 Month post implementation period

The deliverables that make up each monthly payment have been listed for reference and since the project schedule is not finalized, it may shift slightly from what is defined in the table below. The EP²M and CLB Project Managers will mutually agree on the deliverables each month and document them explicitly in the Monthly Certificate of Acceptance.

The Monthly Milestone Payment amount cannot be modified unless both parties mutually agree. Furthermore, any modification to the Payment Schedule will be documented through a Change Request.

* Estimated Month Invoiced is the month the invoice is delivered to CLB. Invoice will be for services and/or deliverables rendered in the prior month.

5.2.1 CC&B Payment Schedule

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
	CC&B Month 1	C1			\$229,192	Sept 2011	Sept 2011
1	Agenda for Discovery Workshops		Electronic copy	CLB confirms receipt of agenda.			
1	Project Management Strategies		Electronic copy	CLB confirms completion of the PM Strategies			
1	Core Team Orientation Training		Process	CLB certifies training has been conducted.			
1	Project Kick-off Meeting		Process	CLB confirms the Project Kick-off Meeting occurred.			
1	Agenda for Discovery Workshops		Electronic copy	CLB confirms receipt of agenda.			
1	Project Management Strategies		Electronic copy	CLB confirms completion of the PM Strategies			
1	Core Team Orientation Training		Process	CLB certifies training has been conducted.			
1	Project Kick-off Meeting		Process	CLB confirms the Project Kick-off Meeting occurred.			
	CC&B Month 2	C2			\$229,192	Oct 2011	Nov 2011
2	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
2	Updated Project schedule		Electronic copy	CLB and EP ² M confirm that activities in project schedule are described in sufficient detail to proceed with Analysis.			
2	Discovery Workshops Completed		Process	CLB confirms the Discovery Workshops have been completed, that agenda items have been discussed and documented, and that the High Level Scope is agreed upon.			
2	Verified installation of base CC&B product, ready for Analysis workshops		EP ² M informs CLB that environment is ready to be verified	CLB confirms environment is operational			
2	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
2	Updated Project schedule		Electronic copy	CLB and EP ² M confirm that activities in project schedule are described in sufficient detail to proceed with Analysis.			
2	Discovery Workshops Completed		Process	CLB confirms the Discovery Workshops have been completed, that agenda items have been discussed and documented, and that the High Level Scope is agreed upon.			
	CC&B Month 3	C3			\$229,192	Nov 2011	Dec 2011
3	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
3	CC&B Functional Implementation Training		Process	CLB certifies training has been conducted.			
3	Discovery Report Delivered		Electronic copy	CLB confirms receipt of the Discovery Report			
3	Analysis Phase Agenda		Electronic copy	CLB confirms receipt of the Analysis Phase Agenda for the Functional Workshops.			
3	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
3	Discovery Report Delivered		Electronic copy	CLB confirms receipt of the Discovery Report			
3	Analysis Phase Agenda		Electronic copy	CLB confirms receipt of the Analysis Phase Agenda for the Functional Workshops.			
	CC&B Month 4	C4			\$229,192	Dec 2011	Jan 2012
4	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
4	Draft Data Conversion Strategy		Electronic copy	CLB and EP ² M drafts Data Conversion Strategy			
4	Draft Reporting Plan		Electronic copy	CLB and EP ² M drafts Reporting Plan			
4	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
4	Analysis Workshops Initiated		Process	CLB confirms the initiation of functional workshop activities			
4	Interface Workshops initiated		Process	CLB confirms the initiation of interface workshop activities			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
	CC&B Month 5	C5			\$229,192	Feb 2012	Feb 2012
5	Monthly Status Report		Electronic	CLB confirms receipt of status report			
5	Decision Sheets - Batch 1		Electronic copy	CLB confirms that the first set of Decision Sheets for Analysis have been drafted.			
5	Master Test Strategy		Electronic copy	EP ² M will provide a Master Test Strategy template document that includes objectives, approach, phases, deliverables, defect management process, assumptions and both staffing and environment requirements.			
5	Technical Environment Builds		Process	CLB confirms that technical environments required for later phases have been built according to the defined schedule.			
5	Monthly Status Report		Electronic	CLB confirms receipt of status report			
5	Analysis Workshops Completed		Process	CLB confirms the completion of functional workshop activities			
5	Interface Workshops Completed		Process	CLB confirms the completion of interface workshop activities			
5	Master Test Strategy		Electronic copy	EP ² M will provide a Master Test Strategy template document that includes objectives, approach, phases, deliverables, defect management process, assumptions and both staffing and environment requirements.			
5	Technical Environment Builds		Process	CLB confirms that technical environments required for later phases have been built according to the defined schedule.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
	CC&B Month 6	C6			\$229,192	Feb 2012	Mar 2012
6	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
6	Decision Sheets - Batch 2		Electronic copy	CLB confirms that the second set of Decision Sheets for Analysis have been drafted.			
6	Data Conversion Strategy		Electronic copy	CLB and EP ² M review Data Conversion Plan and confirm CLB's requirements and decisions are incorporated.			
6	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
6	MWM Functional Design Specification		Electronic copy	CLB and EP ² M review MWM Functional Design Specification and confirm CLB's requirements are documented as expected.			
6	Interface Strategy Document(s)		Electronic copy	EP ² M, with the assistance of CLB, will produce Interface Strategy Document(s) with a description each of the required interfaces, specifications, and roles and responsibilities of each party for the interfaces identified in the Interface List. Strategy document includes high level schedule of interfaces.			
	CC&B Month 7	C7			\$229,192	Mar 2012	Apr 2012
7	Monthly Status Report		Electronic	CLB confirms receipt of status report			
7	Decision Sheets - Batch 3		Electronic copy	CLB confirms that the final set of Decision Sheets for Analysis have been drafted.			
7	Analysis Workshops Completed		Process	CLB confirms the completion of functional workshop activities			
7	Interface Workshops Completed		Process	CLB confirms the completion of interface workshop activities			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
7	Conversion Mapping Workshops Completed		Process	CLB confirms the completion of conversion mapping workshop activities			
7	Monthly Status Report		Electronic	CLB confirms receipt of status report			
	CC&B Month 8	C8			\$229,192	Apr 2012	May 2012
8	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
8	Analysis Report		Electronic copy	CLB and EP ² M review Analysis Report and confirm CLB's requirements and decisions are incorporated in the report.			
8	Initial Configuration Complete		Software	CLB and EP ² M review the Configuration Worksheet, Configuration Status spreadsheet, Rationale Documents and any open action items to ensure they are up-to-date. The tentative goal is to complete ~80% of the CC&B configuration by the end of Analysis phase. A Configuration Completion Schedule is then devised for the remaining configuration.			
8	Interface Strategy Document(s)		Electronic copy	EP ² M, with the assistance of CLB, will produce Interface Strategy Document(s) with a description each of the required interfaces, specifications, and roles and responsibilities of each party for the interfaces identified in the Interface List. Strategy document includes high level schedule of interfaces.			
8	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
	CC&B Month 9	C9			\$229,192	May 2012	Jun 2012

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
9	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
9	Quality Review #1 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
9	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
9	Quality Review #1 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
	CC&B Month 10	C10			\$229,192	Jun 2012	Jul 2012
10	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
10	Extension Delivery #1		Software	CLB confirms delivery of the first set ("Delivery #1") of EP ² M developed and unit tested Extensions.			
10	Interface Delivery #1		Software	CLB confirms delivery of the first set ("Delivery #1") of EP ² M developed and unit tested Interfaces.			
10	End User Training Needs Analysis and Training Strategy		Electronic copy	CLB confirms that the End User Training Needs Analysis occurred, and confirms receipt of the Training Strategy.			
10	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
10	MWM Delivery		Software	CLB confirms delivery of the MWM per MWM Functional Design Specification.			
10	End User Training Needs Analysis and Training Strategy		Electronic copy	CLB confirms that the End User Training Needs Analysis occurred, and confirms receipt of the Training Strategy.			
	CC&B Month 11	C11			\$229,192	Jul 2012	Aug 2012
11	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
11	Extension Delivery #1 Delivery Assurance Test		Software	CLB confirms the first set ("Delivery #1") of EP ² M developed and unit tested Extensions Package has been Site Tested.			
11	Interface Delivery #1 Delivery Assurance Test		Software	CLB confirms the first set ("Delivery #1") of EP ² M developed and unit tested Interfaces Package has been Site Tested.			
11	Extension Delivery #2		Software	CLB confirms delivery of the second set ("Delivery #2") of EP ² M developed and unit tested Extensions.			
11	Interface Delivery #2		Software	CLB confirms delivery of the second set ("Delivery #2") of EP ² M developed and unit tested Interfaces.			
11	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
11	MWM Delivery Assurance Test Initiated		Software	CLB confirms the initiation of the MWM Delivery Site Testing per MWM Functional Design Specification.			
	CC&B Month 12	C12			\$229,192	Aug 2012	Sept 2012
12	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
12	End User Training Materials – incremental first draft		Electronic copy	CLB confirms receipt of the incremental first draft of End User Training materials			
12	Extension Delivery #2 Delivery Assurance Test		Software	CLB confirms the second set ("Delivery #2") of EP ² M developed and unit tested Extensions Package has been Site Tested.			
12	Interface Delivery #2 Delivery Assurance Test		Software	CLB confirms the second set ("Delivery #2") of EP ² M developed and unit tested Interfaces Package has been Site Tested.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
12	Extension Delivery #3		Software	CLB confirms delivery of the third set ("Delivery #3") of EP ² M developed and unit tested Extensions.			
12	Interface Delivery #3		Software	CLB confirms delivery of the third set ("Delivery #3") of EP ² M developed and unit tested Interfaces.			
12	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
12	End User Training Materials – incremental first draft		Electronic copy	CLB confirms receipt of the incremental first draft of End User Training materials			
12	MWM Delivery Assurance Test is progressing and identified defects/issues are being resolved		Software	CLB confirms the MWM Delivery Site Testing is progressing and defects/issues are being resolved.			
13	CC&B Month 13	C13			\$229,192	Sept 2012	Oct 2012
13	Monthly Status Report		Electronic	CLB confirms receipt of status report			
13	Extension Delivery #3 Delivery Assurance Test		Software	CLB confirms the third set ("Delivery #3") of EP ² M developed and unit tested Extensions Package has been Site Tested.			
13	Interface Delivery #3 Delivery Assurance Test		Software	CLB confirms the third set ("Delivery #3") of EP ² M developed and unit tested Interfaces Package has been Site Tested.			
13	Final Extension and Interface Delivery		Software	CLB confirms delivery of the final set ("Delivery #4") of EP ² M developed and unit test Extensions and Interfaces.			
13	Final Extension and Interface Delivery Assurance Test		Software	CLB confirms the final set ("Delivery #4") of EP ² M developed and unit tested Extensions Package has been Site Tested.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
13	Quality Review #2 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
13	End User Training Materials – incremental second draft		Electronic copy	CLB confirms receipt of the incremental second draft of End User Training materials			
13	Monthly Status Report		Electronic	CLB confirms receipt of status report			
13	Quality Review #2 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
	CC&B Month 14	C14			\$229,192	Oct 2012	Nov 2012
14	Monthly Status Report		Electronic	CLB confirms receipt of status report			
14	1 st Full Mock Conversion Complete		Process	CLB and EP ² M confirm the results of the 1 st full mock conversion run. The Core Team validates a sub-set of converted data for accuracy			
14	EP ² M Project Team Testing Support-Month 1		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
14	End User Training Materials – incremental third draft		Electronic copy	CLB confirms receipt of the incremental third draft of End User Training materials			
14	Monthly Status Report		Electronic	CLB confirms receipt of status report			
14	EP ² M Project Team Testing Support-Month 1		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
	CC&B Month 15	C15			\$229,192	Nov 2012	Dec 2012
15	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
15	EP ² M Project Team Testing Support– Month 2		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
15	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
15	EP ² M Project Team Testing Support– Month 2		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
	CC&B Month 16	C16			\$229,192	Dec 2012	Jan 2013
16	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
16	EP ² M Project Team Testing Support– Month 3		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
16	End User Training Materials – Final Draft		Electronic copy	CLB confirms receipt of the Final draft of End User Training materials			
16	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
16	EP ² M Project Team Testing Support– Month 3		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
16	End User Training Materials – Final Draft		Electronic copy	CLB confirms receipt of the Final draft of End User Training materials			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
	CC&B Month 17	C17			\$229,192	Jan 2018	Jan 2018
17	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
17	EP ² M Project Team Testing Support–Month 4		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
17	Dress Rehearsal 1		Rehearsal results (paper or electronic format)	CLB confirms completion of Dress Rehearsal 1			
17	End User Training Materials - Final Course Delivery		Electronic copy	CLB confirms receipt of the final delivery of End User Training materials			
17	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
17	EP ² M Project Team Testing Support–Month 4		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
17	Dress Rehearsal 1		Rehearsal results (paper or electronic format)	CLB confirms completion of Dress Rehearsal 1			
17	End User Training Materials - Final Course Delivery		Electronic copy	CLB confirms receipt of the final delivery of End User Training materials			
	CC&B Month 18	C18			\$229,192	Feb 2018	Mar 2018
18	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
18	Completion of End User Training		Process	CLB confirms the completion of End User Training			
18	EP ² M Project Team Testing Support–Month 5		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
18	Quality Review #3 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
18	Dress Rehearsal 2		Rehearsal results (paper or electronic format)	CLB confirms completion of Dress Rehearsal 2			
18	Monthly Status Report		Electronic copy	CLB confirms receipt of status report			
18	Completion of End User Training		Process	CLB confirms the completion of End User Training			
18	EP ² M Project Team Testing Support- Month 5		Process	CLB confirms that testing support has been provided and that EP ² M and CLB are correcting defects in their respective deliverables in a timely basis.			
18	Quality Review #3 Completed		Process and Electronic	CLB and EP ² M participate, review and confirm contents of Report			
18	Dress Rehearsal 2		Rehearsal results (paper or electronic format)	CLB confirms completion of Dress Rehearsal 2			
	CC&B Month 19	C19			\$150,932	Mar 2013	Apr 2013
19	CC&B Go-Live		Software and Process	CLB confirms the Go-Live event has taken place, and that CC&B has been taken into production mode			
19	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 1		Process	CLB confirms Month 1 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
19	MWM Go-Live		Software and Process	CLB confirms the Go-Live event has taken place, and that MWM has been taken into production mode			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
19	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 1		Process	CLB confirms Month 1 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
19	MWM Go-Live		Software and Process	CLB confirms the Go-Live event has taken place, and that MWM has been taken into production mode			
19	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 1		Process	CLB confirms Month 1 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 20	C20			\$150,932	Apr 2013	May 2013
20	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 2		Process	CLB confirms Month 2 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
20	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 2		Process	CLB confirms Month 2 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 21	C21			\$150,932	May 2013	Jun 2013

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
21	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 3		Process	CLB confirms Month 3 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
21	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 3		Process	CLB confirms Month 3 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 22	C22			\$150,932	Jun 2013	Jul 2013
22	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 4		Process	CLB confirms Month 4 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
22	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 4		Process	CLB confirms Month 4 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 23	C23			\$150,932	Jul 2013	Aug 2013
23	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 5		Process	CLB confirms Month 5 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			

Est Mnth	Payment Milestone	M #	Deliverable Type	Approval Process	Amount	*Month Services Performed	*Month Invoiced
23	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 5		Process	CLB confirms Month 5 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 24	C24			\$150,932	Aug 2013	Sept 2013
24	EP ² M Project team provides Post Go-Live support and assists with resolving CC&B issues - Month 6		Process	CLB confirms Month 6 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
24	EP ² M Project team provides Post Go-Live support and assists with resolving MWM issues - Month 6		Process	CLB confirms Month 6 support has been provided, and there are no Severity 1 or Severity 2 defects in EP ² M's Deliverables.			
	CC&B Month 24	CC&B FINAL			\$559,006	Aug 2013	Sept 2013
24	Final Payment Milestone		Process	CLB and EP2M confirms completion of all EP2M's obligations for the CC&B Implementation under this SOW.			
24	Final Payment Milestone		Process	CLB and EP2M confirms completion of all EP2M's obligations for the MWM Implementation under this SOW.			

5.3 Travel & Living Expenses

Travel and living expenses are included in the Fixed Price.

5.4 Other Supplemental Expenses

Supplemental out-of-pocket expenses incurred in behalf of the project with CLB's prior approval will be reimbursed by CLB.

5.5 Additional Work, Supplemental Staffing and Continuance

CLB has the option to request additional services from EP²M pursuant to a Change Request under this SOW at the rates defined below or for a fixed price to be determined by EP²M at the time of the request. For Change Requests performed at hourly rates, unless otherwise noted in the Change Request, Travel expenses will be billed actual as incurred.

Rates specified below are valid through December 31, 2013, after which EP²M's prevailing rates apply.

Position	Hourly Billing Rate
Practice Manager (PMO)	\$202.00
Project Manager	\$186.00
Functional Architect	\$168.00
Technical Architect	\$179.00
Designer (on shore)	\$147.00
Designer (off shore)	\$100.00
Conversion Designer	\$147.00
Business Process Designer	\$135.00
Training Specialist	\$180.00
Tester	\$116.00
Developer (on shore)	\$108.00
Developer (off shore)	\$80.00
Oracle MWM TA	\$215.00
Oracle MWM Trainer	\$310.00

6 GENERAL PROJECT ASSUMPTIONS

1. CLB will provide timely provisioning of, and access to, office accommodations, facilities, equipment, assistance, cooperation, complete and accurate information and data from CLB agents, and employees. Suitably configured computer products are essential to the performance of any services as set forth in this SOW.
2. CLB will provide and maintain the properly configured Hardware and network infrastructure to support the services. The term "Hardware" as used herein shall mean any hardware, data communications, and application or other third-party software required for this CC&B & MWM project. The Hardware will have sufficient capacity to load and operate the CC&B & MWM software and to perform project activities for the relevant phase of the project. The Hardware must have all required network interfaces to provide user access to printing and terminal facilities in at least one training location. The Hardware will be fully operational prior to EP²M's coming on-site for training and for any other services. CLB will update the Hardware as required to enable the services to proceed without interruption.
3. CLB will provide and maintain support of the Hardware and communications infrastructure environment including, but not limited to:
 - a. High-speed connectivity and logon to enable EP²M to access your applications remotely
 - b. Local Area Network (LAN)/Wide Area Network (WAN) requirements
 - c. Database server configuration
 - d. PC configuration
 - e. Production batch jobs for CLB's internal or external interfaced applications
 - f. Operating System Level Backup procedures
 - g. Operating System & Network management requirements
 - h. Data Center Operational requirements and documentation
 - i. Operating System Level Performance tuning
4. CLB will provide administration and management for platforms, including, but not limited to, establishing regular backup procedures to secure the new operating environment, and general housekeeping activities. EP²M will provide information and guidance as to what is expected regarding application administration. Such activities may include, at the request of EP²M, management of EP²M software delivered to, or being developed on CLB's platform.
5. CLB will maintain an annual maintenance and technical support contract with Oracle for the Oracle CC&B & MWM software throughout the term of the services.
6. CLB will provide EP²M with full access to the relevant functional, technical, and business resources with adequate skills, knowledge, and decision-making authority to support the services throughout the project.
7. CLB will provide the EP²M project team with adequate workspace, computer resources, and normal equipment and business supplies for the duration of the project. This will include conference rooms, overhead projectors, white boards, desks, telephones, and computer communication hook-up for communication between CLB and EP²M; local and remote

systems for each project team member; computers and other facilities for training; printers; an enclosed project work area.

8. EP²M's on-site staff will provide their own laptop computers. EP²M computers will comply with the same or similar security standards as CLB and be current with virus software. CLB will provide security standards to EP²M in advance. EP²M will need Internet access to the EP²M network for communication as described above. EP²M staff will also need to have access to CLB network for project related documents and software. CLB should have a high-speed Internet connection and VPN (virtual private network) access established when EP²M arrives on-site.
9. CLB will communicate with vendors and departments within the organization, and facilitate their participation in the project when that is appropriate; and be responsible for the timeliness and quality of their activities and work product.
10. EP²M project staff will work both onsite and offsite as required, and with the consent of CLB, to address requirements. EP²M project staff will typically arrive to CLB site by mid-day Monday and depart by mid-day Thursday. For those travel weeks, Fridays are typically spent working remotely.
11. CLB will provide workspace for up to eight (8) EP²M project team members, as required.
12. EP²M requires that at least one of the conference rooms dedicated to the project team must remain available throughout the project lifecycle and that the EP²M and CLB on-site team are easily accessible to each other. CLB will make available, as needed, additional conference rooms for breakout meetings that will be required for Interfaces and Conversion.
13. Project documents will be housed in directories on CLB's LAN with accessibility by the entire project team and others as appropriate.
14. In order to understand and maintain the integrity and traceability of all project artifacts, deliverables, and documents, EP²M agrees to adhere to CLB's version control, document management procedures and policies
15. Except as required in connection with the performance of the services under this SOW, EP²M will not remove CLB data from CLB premises.
16. CLB will name an individual on the project team with sufficient authority to make decisions for CLB concerning the requirements and functionality of the CC&B & MWM application and other aspects of the project.
17. CLB is responsible for clearly validating/reviewing its requirements during the Analysis phase, and providing, in a timely manner, additional supporting documentation requested by EP²M.
18. The parties will mutually resolve any discrepancies in the Project Schedule or Deliverables.
19. Resolution of incidents identified during the Project and Post Go-Live will be handled as defined in Appendix E.

7 ACCEPTANCE OF DELIVERABLES

Each Phase within this SOW has completion criteria which distinctly defines the deliverables and/or activities to be accomplished during that Phase and the method of acceptance. Once a Phase is deemed completed and formal approval has been given to proceed to the next Phase, any change to a deliverable previously accepted will be will be handled using Project Change Management Process defined in the Contract.

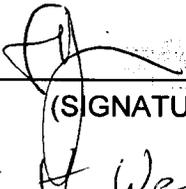
Upon completion of any deliverable, EP²M shall provide a copy as defined in this SOW to CLB. At CLB's request, EP²M will demonstrate that the deliverable conforms to the description specified for such deliverable. CLB is responsible for any additional review and testing of such deliverable in accordance with any mutually agreed test scenarios or scripts. If the deliverable does not conform to the description for such deliverable specified in this SOW, CLB shall have ten(10) business days after EP²M's submission of the deliverable ("acceptance period") to give EP²M written notice which shall specify the deficiencies in detail. EP²M shall use reasonable efforts to promptly cure any such deficiencies. After completing such remedy, EP²M shall resubmit the deliverable for review and testing as set forth above. Upon accepting any deliverable submitted by EP²M, CLB shall provide EP²M with written acceptance of such deliverable via a Certificate of Acceptance (COA) as defined in Appendix F.

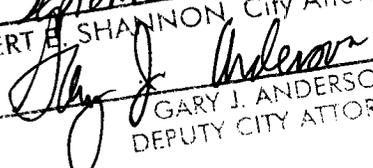
8 APPROVALS

CLB and EP²M agreed to this Statement of Work as of the date indicated below:

City of Long Beach, CA:

EP²M LLC:

 _____ (SIGNATURE)	EXECUTED PURSUANT TO SECTION 301 OF THE CITY CHARTER.	 _____ (SIGNATURE)
Patrick H. West _____ (TYPED NAME)		Robert Eddy _____ (TYPED NAME)
City Manager _____ (TITLE)		President and Chief Operating Officer _____ (TITLE)
9.16.11 _____ (DATE)		9/7/11 _____ (DATE)

APPROVED AS TO FORM
September 8, 20 11
ROBERT E. SHANNON, City Attorney
By 
GARY J. ANDERSON
DEPUTY CITY ATTORNEY

9 APPENDICES

9.1 Appendix A – Draft Project Schedule

A draft project schedule has been supplied to CLB in electronic format.

9.2 Appendix B – Interfaces List

This list is intended to identify the scope of all of the interfaces known after the Fact-finding sessions held during the week of 3/14/2011. Hours provided below is to be used only for determining credits should an interface be removed through the Project Change Management Process change order process.

The expected transfer and/or extraction of content for each interface will be fully discussed during the Analysis phase of the project and documented in the Analysis Report. Any additional interfaces or changes to interface flows – in addition to any complexity changes – will be handled using the Project Change Request Process.

Interface	Initial Scope Comments	Hours Estimate
A/P Extract	Interface to FAMIS to handle A/P, Check Printing, etc. Use CC&B standard A/P request w/some modifications.	80
Code-1 Interface	Use Code-1 for online address validation.	120
CASS Certification Extract	Background extract process to send for certification.	120
Advantex Interface	Removed and will be replaced by Point to Point Integration to Oracle MWM	0
Oracle MWM	Point to Point Custom Integration to Oracle MWM	500
Cashiering Interface	Custom integration required to iNovah using CC&B XAI (XML Application Integration) Facility	320
Collection Agency	Monthly Out/Inbound, Daily Payments Received, 3 yr Recall	320
Credit Card Authorization and Payment	Credit Card Payments through Link-to-Gov	120
CTI Interface	Not Required	0
Degree Days Interface	Manually Load Degree Day into table. No interface required	0
Equifax Interface	Link to Equifax to launch. No Interface Required	0
Equifax Queue Exchange	Background extract process to send for data exchange program	100
External Email Integration	Trigger email as part of Web Self Service (i.e. Bill is ready to be viewed)	80
External SMS Integration	Trigger SMS as part of Web Self Service (i.e. Bill is ready to be viewed)	80
Field Order Print Interface	Use Standard FO extract with some modification. CLB is to handle print distribution.	100

Interface	Initial Scope Comments	Hours Estimate
	Separate Dispatch Group for reread FAs with FO Extract data being sent to outsourced meter readers.	
G/L Interface	Interface using CC&B Standard G/L extract and A/P Request Extract. Some modifications may be required	120
GIS Interface	Store and synchronize geographic type data. Scope depends on "System of Record" discussions and will need to be further refined during Analysis.	320
Hansen Interface	Not Required	0
IVR Interface	CLB to implement new IVR. Basic IVR capabilities (i.e. account balance, make payment, ACH enrollment). No complex transactions expected (i.e. pay plans, arrangements, service turn-on/off or scheduling). CLB has not selected a vendor.	240
LaserFiche Document Management Interface	No direct interface required. Integration through Bill and Letter Print.	0
Letter Extract and Print Interface	Use Standard Letter extract with some modification. CLB is to handle print distribution, render as PDF for access by CC&B. Exit to launch pdf from CC&B to view letter tied to customer contact.	160
Meter Read Download	Standard Meter Read Download with some modifications	120
Meter Read Upload	Standard Meter Read Upload (MVRS and Mercury) with some modifications	200
New XAI Interface	Use CC&B Billable Charge Upload	80
Payment Upload and Remittance	Integration using CC&B standard payment upload with some modifications.	200
Autopay/ACH	Integration using CC&B standard Autopay extract.	80
Snap Prover/Meter Test Interface	Custom integration using CC&B XAI to upload meter test results from SNAP Prover.	120
Web Self Service	View Bill Account Details- amount due, amount delinquent, last payment Bill Payment- prevents some accounts from making payments Turn Off existing service Transfer existing customer from one address to another Enroll, change or cancel Easypay automated bill pay program Update account information-change mailing address, phone number or employment information	500

Interface	Initial Scope Comments	Hours Estimate
	Schedule a Gas Pilot Order- light, adjust, check appliance Turn On for new residential customers Turn On for Business customers Review gas and/or water usage- a check high bill request Fumigation request	
Zonar Interface	Background process to upload trouble codes	120
Bill Print	Use Standard Bill Print extract with some modification. CLB is to handle print distribution, render as PDF for access by CC&B. Exit to launch pdf from CC&B to view customers bill.	160
Budget Allocation Interfaces	Budget allocation of hours for additional interfaces, complexity or other contingency as identified during the Analysis Phase.	440

9.3 Appendix C – Extensions

This list is intended to identify the scope of all of the extensions known after the Fact-finding sessions held during the week of 3/14/2011. Hours provided below should be used only to determine credits should an extension be removed from the requirements of this project. Changes to the list are expected and exchanges will likely occur and the Change Request Process will be used to manage this process.

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
1.1.7	Does your product automatically establish a new account for a Grease trap inspection when appropriate for that type of business?	No extension needed.	0
1.1.21	Can your product flag or indicate that a Premises has been turned off temporarily (e.g., out of town on extended vacation) and the date that service is to resume?		0
1.1.22	Given the above question, will your product automatically issue a Service Order to turn on the service at a "Requested Off" location on the resume service date?	No extension needed.	0
2.1.27 to 2.1.31	Does your product calculate deposits based on: Base functionality covers b. Service Type? c. Estimated bill amount? & e. 12 month average billing?		0
2.1.27	a. Meter size?	New deposit calculation algorithm required.	120
2.1.30	d. Based on ERU's and ERC's?	New deposit calculation algorithm required.	120
2.2.83	Does your product automatically generate a "same day service" Service Order and add the same day service charge (currently a flat fee) to the customer's account when a CSR indicates (via the system) that a customer has requested same day start service?	No extension needed.	0
2.2.122	When a new customer moves to a Premises in a "Readiness to Serve Zone" for reclaimed water, can your product automatically generate preformatted correspondence to that customer?	No extension needed.	0
2.2.128	For each account, does your product automatically calculate interest earned on their deposit once a year and then credit that interest amount on the next billing?	No extension needed.	0
2.2.132	Can your product track payment history on accounts and automatically generate a bill message for "poor paying" accounts that another late payment will require the customer to pay a deposit?	New Customer Class Pre-Bill Completion algorithm.	120
2.2.133	Can your product track payment history on accounts and automatically bill the appropriate deposit for accounts that fall into a user defined "poor pay" status?	New deposit review batch job required.	320

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
2.2.136	Does your product provide a CSR "lookup" history indicating at least the last five accounts/customers/premises that the CSR has accessed?	No extension needed.	0
2.2.153	Does your product provide the ability for a user to determine the location of an auto cart or bin by using an online serial number "look up" feature?	No extension needed.	0
3.1.2	Does your product provide information (in something other than comment field) to customer service representatives regarding the number of times a billing verification Service Order has been requested (e.g., reread, re-inspection fee for refuse, meter test services, audits or other specific Service Order types to be defined by the user)?	No extension needed.	0
3.1.3 to 3.1.17	Does your product provide the ability to query and view Service Orders on line by the following criteria: All others S.O. views covered in base functionality.		0
3.1.12	j. View by reading route?	No extension needed.	0
3.1.17	o. View by Meter Number?	No extension needed.	0
3.1.29	Does your product have a feature to require a fee payment prior to initiating some Service Order types (e.g., connection fee prior to meter set)?	No extension needed.	0
3.1.49 to 3.1.50	Can your product cancel or void any or all pending work/Service Orders simultaneously at a Premises? In the above situation does your product reverse any action that the original work/Service Order closure may have caused: Base functionality covers b. Restore customer/account status?		0
3.1.49	a. Reverse fees or refund deposits if applicable?	No extension needed.	0
4.2.1	CLB bills water, wastewater, and reclaimed in increments of 100 cf. Meter readings are not rounded. 100 cf equals one billing unit. Does your product recognize user defined billing units (as above) for billing calculation purposes?	No extension needed.	0
4.2.39	If a backflow device inspection date is thirty days past due and not completed, does your product generate a management directed work list to perform the inspection?	Potential algorithms - SA Creation algorithm	240

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
4.2.46	Does your product automatically produce an investigative Service Order triggered by meter reading indicating consumption on a meter that is inactive (off)?	No extension needed.	0
4.3.6	Does your product provide the user the ability to create and download a special meter read route for ad hoc purposes (e.g., rereads, check reads, etc)?	No extension needed. Handled as part of Field Order Extract interface.	0
5.1.17	Does your product automatically calculate deposits based on a combination of meter size and Service Types?	No extension needed.	0
5.2.6 to 5.2.8	Does your product display a customer's average bill amount for the most recent 12 months of usage by: a. Premises? b. Service? & c. Account?	New Meter Read Estimation algorithm.	120
5.2.10	Does your product calculate the average billed amount from the Premises start date to the last bill date for less than 12 months of usage?	No extension needed.	0
5.2.12	Does your product calculate average billed amount for a user-defined period?	No extension needed.	0
5.2.18 to 5.2.20	Does your product provide flexible high/low edits that take into consideration: Base functionality covers b. Previous consumption history? & c. Number of days in the billing period?		0
5.2.18	a. Premises Type?	No extension needed.	0
5.2.26	Does your product send notification to the meter reading group when there have been two consecutive estimates for a Premises/meter?	No extension needed.	0
5.2.53	Does your product calculate a levelized billing amount based on a 12 month rolling period average?	No extension needed.	0
5.2.73	Can your product process a global change to mailing addresses for all the records in the system (e.g., zip code or street name change)?	No extension needed.	0

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
5.2.80	Can your product flag a historical reading to exempt it from any type of average calculation performed by the system?	New algorithm required.	120
5.2.83	CLB engages in projects (e.g., residential development) where a customer (developer) is billed a large deposit at the beginning of the project and then subsequent CLB invoices are charged against that deposit. Can your CIS product bill a deposit on an account and then charge subsequent miscellaneous billings against that deposit and track the remaining deposit balance on that account?	No extension needed.	0
6.1.12	For the in house processing of a payment on an account (walk-in customer) that has been sent to the collection agency, does your product calculate a user defined collection fee (currently 17.9%) and add that to the amount due from the customer?	New FT Freeze algorithm.	160
6.1.42 to 6.1.49	Through your product's interface to the iNovah Cash receipting product, can a user, from the iNovah product's cash receipting screen, inquire on an account utilizing the following key fields: Base functionality covers a. thru h. key fields except g.		0
6.1.48	g. Old Legacy System Account Number?	No extension needed. Handled in cashiering interface.	0
6.1.54 to 6.1.55	Does your product provide the customer the option to participate in a voluntary contribution program and do the following: Base covers a. Automatically add a predetermined amount to the customer's monthly bill each month?		0
6.1.55	b. Automatically apply any overpayment of a specific user defined amount to a voluntary contributory account?	No extension needed.	0
6.1.64 to 6.1.69	Does your product allow user to search payment transaction history by the following: Base functionality covers all other payment history searches a. to f.		0
6.1.68	e. Transaction time?	No extension needed.	0
6.1.70 to 6.1.71	Does your product provide a daily detailed listing of all payment transactions posted by the following: Base covers a. Customer account number?		0
6.1.71	b. Utility charge type?	No extension needed.	0
8.1.4	Does your product require cash, certified funds or credit card as the only method of payment for the satisfaction of a Returned Item received on an account?	New FT Freeze algorithm.	160

Ref #	Requirement Description	Initial Scope Comments	Hours Estimate
8.1.5	Does your product require cash or certified funds for the payment satisfaction of a credit card charge back?	No extension needed.	0
8.1.14	Does your product have the ability to exclude certain accounts from automatically transferring to external collections based upon a user specified minimum balance (currently \$25.00)?	New Write-off algorithm.	80
8.1.16	Can your product automatically bill delinquent fees (flat fees and/or a percentage of the balance based on an account's service district and Premises Type) each time a new delinquency status is assigned to an account?	New Late Payment Charge algorithm	120
9.5.14	Does your product provide an automated process to reconcile accounts and account balances for all collection agency accounts (i.e., collection agency account data compared to CIS account data)?	No extension needed.	0
12.1.2 to 12.1.8	Does your product establish security at the following levels: Base functionality covers a. At the menu or selection bar item level? b. At an individual screen level? c. At the function level? e. At the record level? f. At the module level? But not g. At the application environment level?		0
12.1.5	d. At the field level?	Field level requires user exit. However, no specific situations identified that could not be handled through normal security features.	0
		Budget allocation of hours for additional extensions, complexity or other contingency as identified during the Analysis Phase.	240

9.4 Appendix D – Reports

This list is intended to identify the scope of all of mandatory reports required for Go-Live. The hours provided below should only be used to determine credits should a report(s) be removed from the requirements of this project. Changes to the list are likely and exchanges will likely occur and the Change Request Process will be used to manage this process.

Ref #	Report Requirement Description	Estimated Hrs
10.13.1	Accounts Receivables Statistics	40
10.13.2	Accumulative Sewer Sales Report	20
10.13.3	Accumulative Water Sales Report	20
10.13.4	Active Account Aged A/R Summary	40
10.13.5	Active Accounts With Amounts Over 60 Days Old	20
10.13.6	Active Cut Notice Hold Accounts In Account Nbr Sequence	40
10.13.7	Active Senior/Disabled Citizen Accounts-Not Lpp With Amounts Owing Over 60 Days	20
10.13.8	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency For Month XXXXXX	20
10.13.9	Agency Accounts Paid At Clb Report Detail Of Activity File Sent To Agency	20
10.13.10	Agency Collection Statistics Report Percent Of Collections By Year Sent	20
10.13.11	Agency Collection Statistics Report Percent Of Collections By Debt Year	20
10.13.12	"AJ" And "CR" Activity Report In Operator Id Sequence	20
10.13.13	Bad Debt Cash Collection List Agency Accounts Paid To City	20
10.13.14	Bad Debt List - Amounts \$1000 And Over	20
10.13.15	Bad Debt List - Amt's More Than \$25 And Less Than \$1000	20
10.13.16	Bad Debt Under \$25 Write Off List	20
10.13.17	Bank Cash Report For XX-XX-2008	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.18	Bank Debit Payments	20
10.13.19	Bill Consolidation Return A Payment List	20
10.13.20	Billing Register	40
10.13.21	Closed Accounts With Amounts Over 60 Days Old	20
10.13.22	Closing Bill Bad Debt Hold Accounts In Account Nbr Sequence	40
10.13.23	Collection Agency Payment List	20
10.13.24	Collection Agency Transactions Report Activity Sent To Collection Agency	20
10.13.25	Collection Agency Transactions Report Employees Not Sent To Collection Agency	20
10.13.26	Collection Agency Transactions Report New Accounts Sent To Collection Agency For Month XXXXXX	20
10.13.27	Collection Agency Validation Errors	20
10.13.28	Collection Agency Write-off List Amounts \$1,000 And Over	20
10.13.29	Collection Agency Write-Off List Amounts Under \$1,000	20
10.13.30	Coml Meter Audit Delinquency Report	20
10.13.31	Completed Water Meter Install Work Orders	20
10.13.32	Credit Card Report For XX-XX-2008	20
10.13.33	Credit Investigation List	20
10.13.34	Cut Projection Report	20
10.13.35	Daily Cash Audit List (AM Transfer)	40
10.13.36	Daily Cash Audit List (PM Transfer)	20
10.13.37	Daily Cash Report For XX-XX-2008 (Am Transfer)	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.38	Daily Cash Report For XX-XX-2008 (Pm Transfer)	20
10.13.39	Daily Cashiering Transactions By Cashier	20
10.13.40	Daily Famis Interface Records	20
10.13.41	Daily Master File Activity Counts	40
10.13.42	Daily Remote Cash Audit List	20
10.13.43	Daily Statistics Merge Totals	20
10.13.44	Daily Statistics Merge Totals Small Claims Activity List	20
10.13.45	Delinquency Code Reset Audit List	20
10.13.46	Deposit Trust Fund Statement	40
10.13.47	Disbursed Meter Deposits And Journal Entry Distribution	20
10.13.48	Error And Investigation Register Hi/Lo Errors	40
10.13.49	Field Order Audit Trail	20
10.13.50	Gas Major Users	20
10.13.51	Gas Meters With No Usage	20
10.13.52	Gas Miscellaneous Charges Statement Of Accounts Receivable	40
10.13.53	Gas Rate Study	40
10.13.54	Gas Statement Of Accounts Receivable	40
10.13.55	Gas Statement Of Accounts Receivable - Adjustment List	20
10.13.56	Link2gov - Teleworks Daily Summary Report Utility Billing	20
10.13.57	Listing Of Inproof Results	40
10.13.58	Long Beach City Pay Accounts	20
10.13.59	Mail Address Audit List	40

Ref #	Report Requirement Description	Estimated Hrs
10.13.60	Meter Reader Statistics XX-X	20
10.13.61	Monthly Master File Activity Counts	120
10.13.62	Monthly Statistics Merge Totals	40
10.13.63	Overpayment Refund Check Register	20
10.13.64	Posted Transaction Register	20
10.13.65	Posted Transaction Register By Operator Id	20
10.13.66	Refuse Inspection Delinquency Report	40
10.13.67	Refuse Inspection Service Order Audit List	40
10.13.68	Refuse Inspection Transaction Audit	40
10.13.69	Refuse Statement Of Accounts Receivable	40
10.13.70	Refuse Statement Of Accounts Receivable Adjustment List	20
10.13.71	Refuse Statements Counts By Rate	20
10.13.72	Remote Cash Report For XX-XX-2008 (Network)	20
10.13.73	Remote Cash Update Errors For	40
10.13.74	Residential Statistics	40
10.13.75	Returned Payments Journal	20
10.13.76	Schedule Of Metered Gas Sales Billed In Month Of XXXXXX 2008	40
10.13.77	Service Order Delinquency Report	20
10.13.78	Service Order Statistics Summary Report Field Orders Worked By District	40
10.13.79	Service Order Transaction Audit SOA	40
10.13.80	Sewer Adjustment List	20
10.13.81	Sewer Large Meter Listing	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.82	Sewer Sales Reports	40
10.13.83	Sewer Sales Reports Recap Of Meter Sales	20
10.13.84	Sewer Statement Of Accounts Receivable	20
10.13.85	Special Handling Status Report In Account Nbr Sequence	20
10.13.86	Stop File For Return Checks	20
10.13.87	Transaction Merge Totals	40
10.13.88	UB - Link2gov Daily Credit Card Report *** Virtual Terminal Error Detail *** Fumigation Accounts	20
10.13.89	UB - Link2gov Daily Credit Card Report Payment Transaction Detail	20
10.13.90	UB - Teleworks Posted Transactions Detail Report	20
10.13.91	UB Virtual Terminal Fumigation Report	20
10.13.92	Union Bank Daily Utility Payment Audit List	20
10.13.93	Use Tax Statement Of Accounts Receivable	40
10.13.94	Utility Billing Cash Posted (Utility Taxes)	40
10.13.95	Utility Billing Cash Posted Month Of XXXXXXXX 2008	40
10.13.96	Utility Billing Master File Statistics	40
10.13.97	Utility Billing Zipcode Statistics Zipcode Count By Area (Billing)	20
10.13.98	Utility Billing Zipcode Statistics Zipcode Count By Area (Notices)	20
10.13.99	Water Accounts Within Queen Mary Corridor	20
10.13.100	Water Adjustment List	20
10.13.101	Water Large Meter Listing	20
10.13.102	Water Meters With No Usage For Over One Year	20

Ref #	Report Requirement Description	Estimated Hrs
10.13.103	Water Miscellaneous Charges Statement Of Accounts Receivable Adjustment List	20
10.13.104	Water Rate Study	20
10.13.105	Water Sales Reports	40
10.13.106	Water Sales Reports Recap Of Meter Sales	40
10.13.107	Water Statement Of Accounts Receivable	20
10.13.108	Web Interface Service Order Transaction Errors	40
10.13.109	YTD Master File Activity Counts	120

9.5 Appendix E – Resolution of Incidents

1. Severity 1 Incident

The CC&B or MWM Application or EP²M developed CC&B or MWM product extensions, interfaces or reports (as defined by and completed under the terms of the SOW) stop or are so severely impacted that CLB cannot reasonably continue Testing or Business Operations. The function is mission critical to the business and the situation would be considered an emergency if in production operation.

Pre Go-Live Resolution: The EP²M and CLB Project Managers will review these incidents within the context of Project activities and priorities. The Project Managers will agree on appropriate resolution times based on these priorities.

Post Go-live Resolution: Initial response within 1 hour, Worked 24x7 until a resolution or workaround is found. CLB must provide a contact during this 24x7 period, either on-site or by pager, to assist with data gathering, testing, and applying fixes. CLB is requested to propose this classification with great care, so that valid Severity 1 situations obtain the necessary resource allocation from EP2M.

2. Severity 2 Incident

The CC&B or MWM Application or EP²M developed CC&B or MWM product extensions, interfaces or reports (as defined by and completed under the terms of the SOW) encounters a problem which (1) causes a severe loss of service(2) Has no acceptable workaround available (2) Testing or Business Operations can continue in a restricted fashion.

Pre Go-Live Resolution: The EP²M and CLB Project Managers will review these incidents within the context of Project activities and priorities. The Project Managers will agree on appropriate resolution times based on these priorities.

Post Go-Live Resolution: Initial response within 3 hours, Worked 24x7 until a resolution or workaround is found. CLB must provide a contact during this 24x7 period, either on-site or by pager, to assist with data gathering, testing, and applying fixes. 90% of problems resolved in 4 business days.

3. Severity 3 Incident

The CC&B or MWM Application or EP²M developed CC&B or MWM product extensions, interfaces or reports (as defined by and completed under the terms of the SOW) encounters a problem which (1) causes a minor loss of service (2) may require a workaround to restore functionality. (3) Testing or Business Operations can proceed, but steps may be omitted or workarounds necessary.

Pre Go-Live Resolution: The EP²M and CLB Project Managers will review these incidents within the context of Project activities and priorities. The Project Managers will agree on appropriate resolution times based on these priorities.

Post Go-Live Resolution: Initial response within 8 Hours. Targeted Resolution Time: 90% of problems resolved in 5 business days utilizing a priority as agreed to by the parties.

4. Severity 4 Incident

The CC&B or MWM Application or EP²M developed CC&B or MWM product extensions, interfaces or reports (as defined by and completed under the terms of the SOW) encounters a problem which (1) causes no loss of service (2) Is considered a minor error, incorrect behavior, or a documentation error that does not impede the operation of the application.

Pre Go-Live Resolution: The EP²M and CLB Project Managers will review these incidents within the context of Project activities and priorities. The Project Managers will agree on appropriate resolution times based on these priorities.

Post Go-Live Resolution: Initial Response within 1 business day. Resolution Time: Addressed as agreed to.

9.6 Appendix F– Certificate of Acceptance



Certificate of Acceptance

EP²M® is providing this Certificate of Acceptance to CLB for the Acceptance of the following deliverables for the CC&B™ project.

Phase	Deliverable	Date Delivered	Amount (\$)
Project Management			
	Monthly Status report		
Analysis			
	Deliverable 1		
	Deliverable 2		
Total Services			
Invoice amount Services	For (Month Services Performed)		
Non Service Payments			
	EP²M Travel related		
Total			

The signing of this certificate by CUSTOMER shall constitute acceptance of these deliverables:

SUBMITTED FOR EP²M®:

By: _____ Date: _____

Title: **Project Manager**

ACCEPTED FOR CLB:

By: _____ Date: _____
Authorized Signatory

Title: _____

CLB Acknowledgment: This Deliverable is complete and satisfactory. EP²M is authorized to invoice according to terms of the contract.

9.7 Appendix G – Change Request Form (CRF)

Change Request Form

Project Name	CLB	Change Ref No. 001
Phase Name	Analysis	

Raised By:	Date Raised: MMDDYYYY	Date Required By: MMDDYYYY
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Summary Description:	Additional Services
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<p>Detailed Description: Provide services to complete the Assembly activities for the following Tasks to be performed Assumptions 1.</p>

Change Request Analysis Approved: (Yes/No)	Priority: (Critical/High/Low)
Estimated Effort:	Estimated Cost:
	Planned Delivery Date: MMDDYYYY

Actions Required to Implement:	
Preferred Course of Action:	
Resource Assignment:	Project Plan Updated:

Change Approval	CLB	EP2M
Signature		Robert Eddy
Title		President, COO
Date		