ORANGE WATER AND SEWER AUTHORITY

REQUEST FOR PROPOSAL

FOR

CIS and Utility Billing Software and Implementation Services

Dated: June 13, 2022

Proposers expressly agree and acknowledge that any response to this RFP, including written documents and verbal communication, regardless of how marked, is not confidential and may be subject to public disclosure by OWASA, or any authorized agent of OWASA. Any materials submitted or ideas elicited in response to this RFP shall be the sole and absolute property of OWASA, with OWASA having title. By responding to this RFP, Proposer expressly waives any right to designate its response or parts thereof confidential, proprietary, a trade secret, or otherwise exempt from disclosure under any circumstance.

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SECTION 1. INTRODUCTION

Section 1.1 OVERVIEW

The Orange Water and Sewer Authority (OWASA) is Carrboro-Chapel Hill's not-for-profit public service agency delivering high quality water, reclaimed water, and wastewater services to 80,000 customers. OWASA owns and operates roughly 22,000 meters and regularly invests to upgrade infrastructure and increase system resiliency. Together, with the community, we conserve, protect, and sustain this vital resource.

OWASA deployed Cogsdale (now a N. Harris Computer Corp. product) as its Customer Information System in 1998. Through the years, OWASA has incorporated numerous major enhancements to address regulatory and business requirements and has integrated Cogsdale with commercial off-the-shelf solutions and other custom-developed solutions to address functionality gaps. Although these enhancements have improved the reliability and extended the life of the existing CIS, the technology is significantly outdated, requires costly modifications to meet regulatory demands, and has limited functionality to provide important information to current and future utility customers.

Because of these issues, OWASA management has decided to embark on a CIS replacement project. The new CIS system must be compliant with the National Institute of Standards and Technology Guidelines for cyber security requirements, particularly in areas of mobile applications, online payment options, all forms of regular and complex billing and new regulations, and must maintain all customer personal, payment, and credit information with appropriate privacy controls in accordance with Payment Card Industry Data Security Standards ("PCI DSS") and the Personally Identifiable Information ("PII") Privacy Act. Another feature of the new CIS is that it must be cloud hosted, simple for both staff and customers to navigate and include advanced analytics capability to handle regulatory mandates. In addition, system requirements will include a robust data and function backup and recovery plan.

Section 1.2 PURPOSE

OWASA is looking to replace its current CIS system with one that will support the full meter-to-cash business processes. As part of the scope of this implementation, OWASA would like to retire as many existing legacy systems as possible and increase the technical capabilities of the system to move to a "single pane of glass"; to centralize the view of the customer for all customer, field, and back-office related transactions.

Items proposers should consider in their responses include, but are not limited to, the following:

Customer Self-Service ("CSS") – OWASA has currently implemented the VertexOne WaterSmart platform product to increase customer engagement and provide better self-service to customers, which was fully released in November of 2018. The WaterSmart implementation supports OWASA's goal to improve the customer experience by supporting customer self-service web and customer notifications via preferred contact channel. Additionally, OWASA utilizes InvoiceCloud for bill presentment and online payment. WaterSmart and Invoice Cloud work together through Single Sign-On (SSO) to provide the customer online experience. As a part of the response, OWASA is asking for proposers to provide a proposal on how it plans to continue to use WaterSmart and/or InvoiceCloud with the proposed future state solution or replace WaterSmart and/or InvoiceCloud with an integrated CSS solution.

Work Asset Management Solution ("WAMS") - In 2002, OWASA implemented Azteca Systems, LLC Cityworks solution. Cityworks is utilized by OWASA's Field Operations Department and other departments to manage resources and assets, as

well as to initiate, design, estimate, schedule, assign, dispatch, monitor and complete short and long cycle work. OWASA plans to continue to utilize Cityworks but would like for the CIS system to initiate work orders/service requests and integrate with Cityworks.

AMI Ready – OWASA currently operates on a Mueller Systems Advanced Metering Infrastructure ("AMI") network. The proposed solution should have the ability to integrate with Mueller's Meter Data Management ("MDM"), known as Sentryx.

Reporting & Analytics – OWASA has several different reporting tools currently in place today, including Power BI and MS SQL Server Reporting Services. As a part of this project, OWASA would like to consolidate and improve its reporting and analytic capabilities. The solution should include a recommended engine(s) to provide operational reporting and analytics and any data warehouse capabilities which are needed.

Cloud Architecture - OWASA is open solely to hosted, Infrastructure-as-a-Service ("IaaS") and Platform-as-a-Service ("PaaS"), but prefers Software-as-a-Service ("SaaS") deployments. If multiple options are proposed, all implementation and recurring costs and services need to be clearly delineated by option.

ERP – OWASA currently operates with Microsoft's Dynamics GP (Great Plains) modular ERP system for Finance and Operations. As part of the project, OWASA will need to integrate with our current ERP system while providing the flexibility to migrate to another ERP system in the very near future. Current ERP system being considered is Dynamics 365. All proposals will need to include details how they plan on integrating with our current ERP system and demonstrate its ability to migrate to another platform when needed.

SCOPE

Proposers must submit a proposal for the CIS solution and implementation services and propose an integration with the current CSS, WAMS, ERP and AMI solutions. Proposers may choose to partner in proposing a total solution. "Solution" is defined as the implementation and/or integration of the CIS with the other integrations defined in the requirements. OWASA has no preference as to whether the "Solution Integrator" is the CIS product provider or an independent Solution Integrator.

The Solution Integrator (alternatively called SI, System Integrator, System Implementer, or Business Integrator) is the legal entity submitting the proposal that will have prime responsibility for delivery of the total solution. The SI must be either the CIS product vendor or a certified implementer of the proposed CIS product.

OWASA is looking to the Solution Integrator for:

- Implementation services (requirements review, design, configuration, modification, installation, testing, readiness, and go-live);
- Data migration services;
- Training and Documentation;
- Organizational Change Management;
- Project Management; and
- Post-go-live support services for the implemented software, configuration, modifications, customizations, troubleshooting and ongoing product maintenance and support.

In evaluating the proposals, OWASA will consider the demonstrated experience and ability of the proposer to deliver the proposed services, the scope and value of the proposed services, and the financial proposal of each proposer as described in this RFP.

Section 1.3 PROJECT DRIVERS

There are multiple significant drivers for the project:

IMPROVE SYSTEM AGILITY AND ACCESS

The current system requires numerous enhancements and customization to adjust to new regulations and updated business processes. Customization increases expenses, risks, and implementation duration. It also requires specialist technical resources, carries a high cost of ownership and higher failure rates. Migrating from, extracting data from or integrating with a highly customized system attracts these same issues.

Drivers: Support the ability to implement change quickly, deliver reliably, and keep pace with regulatory demands, customer expectations, and business initiatives in a cost-effective manner. Improve the ability of the system to integrate with other systems and provide better access to data for reporting and analytics.

Objective: In order to accomplish these outcomes, change must be accommodated primarily through configuration, rather than customization. The goal is to replace the existing systems and its enhancements with a single system that is architected to allow ease of integration and reporting, using a "zero mod" approach.

PROVIDE FOR GREATER FINANCIAL CONTROL, SECURITY AND AUDITING

OWASA requires extensive controls on its data and internal processes.

Driver: Support OWASA's push to examine and implement tighter controls, security, and improved auditing of system transactions to prevent (or quickly identify) future issues.

Objective: Implement systems that satisfy the following requirements:

- Maintain all customer personal, payment and credit information with appropriate privacy controls in accordance with PCI DSS and PII Privacy Act;
- Ensure public portals and internal systems are secured in support of an identity theft prevention program as required by the Fair and Accurate Credit Transaction Act of 2003 ("2003 FACT Act");
- Support the establishment of security profiles that support different authorization levels (and separation of duties) that limit user access to system features, data and their ability to perform specific transactions; and
- Provide appropriate reporting to support financial audits and compliance such as the facility to support audits of "who did what action to which data, and when".

IMPROVE CUSTOMER'S EXPERIENCE

Current channels are limited and inflexible. OWASA currently has the VertexOne WaterSmart Software platform and InvoiceCloud platform for CSS. OWASA would need to integrate the new CIS with the current CSS and/or replace either or both of the existing CSS platforms.

Driver: Improve customer's experience by providing more and better channels of communication and opportunities for self-service.

Objectives:

- Allow customers to retrieve historic bills and usage data;

- Allow customers to export their usage and charge data to alternate formats (e.g., Excel);
- Allow customers to select paperless billing with automatic alerts to bill availability and due dates;
- Allow customers to easily choose (and change) their preferred methods of interaction;
- Replace/enhance existing channels for customer engagement, allowing customers to self-serve via desktop or mobile computing devices;
- Replace current communication through printed media (bills, letters, marketing materials, notifications) allowing OWASA and customers to adjust the information communicated; and
- Provide more services online to minimize call center call volumes for self-service capable functions.

SUPPORT BUSINESS INITIATIVES

Current system is under continuous modification to support business initiatives such as new rates and programs. Current system is perceived as limiting the ability to satisfy existing large and key customers.

Supporting future changes is not possible on the current CIS platform without extensive customizations and/or external custom applications.

Driver: Provide the flexibility to introduce new regulatory requirements and non-traditional forms of business through a highly configurable system(s).

Objective: Implement a new CIS solution that addresses the following areas on general limitations of the existing system, resources, time to implement new changes, ease of use and customer's ability to perform activities.

General Limitations:

- Current CIS is unable to support complex rate structures without customizations;
- Current CIS is unable to support regulatory changes without customizations;
- Current CIS is unable to support bill template changes without customizations;
- Limited ability to keep track of customer marketing/contact preferences (i.e., preferred phone number, email, etc.); and
- Significant manual intervention required to perform daily front and back-office tasks.

Time to Implement:

- New changes can take months to implement and are done through either customizations or external edge systems; and
- Changes are not only time consuming, but also add cost and risk to system support.

BEST PRACTICES

OWASA is aware that to fully align itself with a new CIS in terms of best practices, skills, numbers, efficiency, effectiveness, and organization, requires existing process review.

Driver: Implement a process review program that reviews and modernizes OWASA's policies and procedures, and the way in which those are delivered by staff.

Objective: Upgrading or replacing systems will provide an opportunity to review best practices, adjust policies and business processes, introduce automation ("paperless processes") and refocus staff on, for example, improving customer service, rather than manually repetitive tasks. Application of Organizational Change Management ("OCM") methods and disciplines throughout the project (and beyond) will allow staff to be properly trained to fit with new policies, procedures, and systems. Since the existing systems have largely defined the limitations in business process and the current inefficiencies that exist,

achieving this objective cannot be accomplished without the implementation of new systems that support current "best practices".

MODERNIZE THE TECHNOLOGY PLATFORM

The current CIS system in use by OWASA is heavily customized and offers no direct migration path to current technologies. Because of Cogsdale's technology stack, and more specifically, its coding language, OWASA's Information Technology staff is forced in most cases to contract out any modifications needed to the application. Any development efforts that are actually completed by OWASA's Database Administrator are in the form of "edge" systems that allow more modern technology platforms to be utilized.

Driver: The availability and timeliness of Cogsdale development resources are limited, creating a risk to our system's stability and long-term viability. Also, because Cogsdale is an on-premises product, any necessary development costs are absorbed 100% by OWASA, rather than being shared across a larger user community.

Objective: Implementation of a modern CIS platform will:

- Eliminate the need for many of the edge system, replacing them with base functionality;
- Eliminate the risk of being on an unsupported platform;
- Replace customizing with more configuration options;
- Modernize the CIS technology stack; and
- Allow OWASA to stay technically current and take advantages of the CIS vendor's future development.

EXPANDED ANALYTICS

OWASA management has identified the current limitation on available business analytics as a major benefit of the CIS replacement project.

Driver: OWASA would like to move from a "reactive" model to a more "proactive" model.

Objective: Provide a comprehensive view of the business through expanded analytics data so OWASA can spot long and short-term trends by category, refine forecasting, and pinpoint risk.

BUSINESS ENABLEMENT

OWASA business units are heavily reliant on the IT department and external contractors to deliver basic reporting and minor business application changes. Even minor business requirement changes are costly and take a considerable length of time to develop, test, and implement.

Driver: To empower the business to be more self-sufficient by utilizing a more configurable application that isn't reliant on coding efforts for every minor business need.

Objective: OWASA would like to move to a shared governance model by implementing a configurable environment where changes to business requirements can be accelerated and, in many cases, owned by the business unit without the need for external resources.

IMPROVE USER EXPERIENCE

Due to the evolution into numerous "edge" systems needed to fill in the functionality gaps of the current CIS, users must perform work in multiple systems to complete a process that could be solely performed in a modern CIS.

Driver: To implement best practices and streamline workflows to minimize rework and increase employee accuracy and productivity.

Objective: Where it makes business sense, eliminate "edge" systems and replace them with base CIS capabilities.

CONSOLIDATION OF MISCELLANEOUS ACCOUNTS RECEIVABLES

OWASA currently maintains a number of miscellaneous accounts receivables. This makes reconciliation with Finance difficult and creates redundant processes.

Driver: To create a singular view of a OWASA customer and their receivables.

Objective: Take advantage of the inherent capabilities of the CIS application including:

- Consolidated Customer Views;
- Bill Generation;
- Letter Generation;
- Collections Processing;
- Payment Processing;
- Automated General Ledger Integration;
- Auditing and Reporting; and
- Refund Processing.

Inclusion in the CIS application will also have the following technology benefits:

- Availability of Enhanced Toolkits (Dashboards, Data Mining & Analysis, etc.);
- Application Support with Defined Service Levels;
- PII and Other Data Security;
- Data Redundancy and Failover;
- Full Backup and Recovery of Data; and
- Full Disaster Recovery.

SECTION 2. PROPOSAL & SUBMISSION REQUIREMENTS

Section 2.1 INTENT TO SUBMIT PROPOSAL

Proposers are requested (but not required) to register an "Intent to Submit Proposal" by **5:00pm EDT on June 24, 2022**. Intent statements should be emailed to:

> **amcdonough@owasa.org** with **"CIS RFP - Intent to Submit Proposal"** in the subject line (with copies to **dprzybyl@owasa.org** and **rbyars@owasa.org**).

The following table should be filled out and pasted into the body of the message:

OWASA CIS INTENT TO SUBMIT PROPOSAL CONTACT INFORMATION	
Company Name:	
Mailing Address:	
Primary Contact Name and Title:	
Primary Contact Email:	
Primary Contact Phone number(s):	
Optional Secondary Contact(s):	
Secondary Email(s):	
Secondary Phone number(s):	

Section 2.2 PRE-PROPOSAL CLARIFICATIONS/QUESTIONS

Prior to submittal, any requests for clarification or additional questions regarding the RFP can be submitted ahead of time and will be addressed in writing for all proposers to review. Proposal suggestions or modifications may be considered by OWASA representatives as possible addenda to the Request for Proposal.

Section 2.3 HOW TO SUBMIT A PROPOSAL

Failure to submit a proposal according to these instructions may result in the Proposer being deemed non-responsive:

Parties interested in responding are required to submit one or both of the following options:

1. One (1) tabbed and bound labeled "Original Proposal";
   One (1) tabbed and bound labeled "Copy"; and/or

2. Two (2) electronic copies two (2) USB Flash Drives containing:
   i. A searchable PDF readable by Adobe Reader 7.0 or higher,
   ii. A Microsoft Excel copy of the Functional Checklist responses (Section 9), and
   iii. A Microsoft Excel copy of the Pricing spreadsheet (Section 10).

The file names should all be prefixed as: **PROPOSER _CONTENTS** where "**PROPOSER**" is your company name and "**CONTENTS**" is a brief description of what's included in the file (e.g., **PROPOSER_RFP_SECTION_9_FUNCTIONAL_RESPONSE**).

Proposals are to be delivered in a sealed envelope/box no later than **5:00pm EDT on August 19, 2022**. Proposals should be clearly marked with the name and address of the Proposer and "**CIS SOFTWARE & IMPLEMENTATION SERVICES PROPOSAL**" on the face of the envelope/box.

Proposals should be delivered to:

OWASA Information Technology Dept.
400 Jones Ferry Rd
Carrboro, NC 27510
Attn: Addison McDonough

Any proposal received after the time set for the deadline will not be accepted and shall not be considered. ***Fax proposals will not be accepted.***

Section 2.4 PROPOSAL CONTENTS

Failure to submit a proposal according to these instructions may result in the Proposer being deemed non-responsive.

Hard copy proposals must be prepared in English on 8 ½ x 11-inch paper with tabbed indexes separating the following ten (10) completed sections in the following order:

Tab 1: Cover Letter and Executive Summary
Tab 2: Table of Contents
Tab 3: Solution Integrator ("SI") Response
Tab 4: CIS Vendor Response
Tab 5: Implementation Services Response
Tab 6: Hardware/Software Response
Tab 7: Functional Requirements Response (included in Microsoft Excel spreadsheet)
Tab 8: Cost Proposal
Tab 9: Resumes
Tab 10: Additional Data

Specific Requirements for each Tab of the Proposal:

TAB 1: COVER LETTER AND EXECUTIVE SUMMARY

Include:

a) A **Cover Letter** that indicates that the submitted proposal is in response to the Orange Water and Sewer Authority Request for Proposal for CIS Software and Implementation Services and must be limited to two pages.
   - The cover letter must include the legal name, address, telephone number and e-mail address of the firm submitting the proposal (appearing on letterhead is sufficient). Include the name of the person to whom correspondence should be directed, and phone/address information if different from above.
   - The cover letter must briefly state your firm's understanding of the products to be provided and the services to be performed and make a positive commitment to provide services as specified. Proposers should also state their

willingness to act as prime for the final selected solution. Give the name(s) of the person(s) who is/are authorized to make representations for your firm, their title, address, email address and telephone number(s).
- The cover letter must state that the proposal and its terms will remain valid for a period of two-hundred and forty (240) calendar days following the final date for submission of proposals.
- The cover letter must be signed by an authorized officer or authorized employee of the proposer, legally able to commit the proposer to the proposed scope of work and price for the proposed solution(s).

b) An **Executive Summary** that has no specific page limit, but should be brief and to the point, and contain no marketing materials.
- The executive summary must clearly indicate the deployment method(s) or deployment option(s) being proposed for each component – Hosted, IaaS, PaaS, or SaaS.

TAB 2: TABLE OF CONTENTS

Include:

a) "Table of Contents" shall include an outline of the proposal, identified by sequential page numbers, and section titles as described herein.

TAB 3: SOLUTION INTEGRATOR ("SI") RESPONSE

Include:

a) A response to all items in Section 4 of this RFP. The Solution Integrator may also be the CIS product vendor or a separate entity that is certified by the CIS product vendor to implement their product. The implementation response should assume the SI is responsible for the complete solution.

TAB 4: CIS VENDOR RESPONSE

Include:

a) A response to all items in Section 5 of this RFP. All proposals are required to respond to this section as it relates to the CIS vendor and product being proposed.

Note: If the CIS product vendor is also the Solution Integrator, duplication of responses is not required – state "See SI Response" where a duplicate response is not needed.

TAB 5: IMPLEMENTATION SERVICES RESPONSE

Include:

a) A response to all items in Section 7 of this RFP. All proposals are required to respond as it relates to how the system implementor will implement the solution. Each sub-section has the requested information to be provided. Please respond to each question or statement and provide any additional documentation that you feel is relevant to the solution.

b) The SI should respond to this section to cover the full scope of the project.

TAB 6: HARDWARE/SOFTWARE RESPONSE

Include:

a) A response to all items in Section 8 of this RFP. All proposers must fill out the applicable parts of Section 8 of the RFP. The Hardware/Software Response should be for a hosted (IaaS, SaaS, or PaaS) solution.

TAB 7: FUNCTIONAL REQUIREMENTS RESPONSE (INCLUDED IN MICROSOFT EXCEL SPREADSHEET)

Include:

a) The Functional Requirements Microsoft Excel spreadsheet per the instructions in Section 9 of the RFP. The Excel file name should be as follows: **PROPOSER_RFP_SECTION_9_FUNCTIONAL_RESPONSE** where Proposer is your company name. Reference the name of the returned Excel spreadsheet in this tab.

Note: It is not necessary to include the details of the spreadsheet in the printed copies.

Worksheet Name	Description
For all proposals, respond to the following worksheets:	
Assistance Program	Assistance Program Requirements
Billing & Refunds	Billing and Refunds Requirements
Cashiering, Receivables and Deposits	Payment Processing Requirements
Collections	Collection Requirements
Connections & Disconnections	Connection and Disconnection Requirements
Reporting	Reporting Requirements
Customer Information	Customer Information Requirements
Fee Schedules	Fee Schedule Requirements
Incident Tracking	Incident Tracking Requirements
Integrated Software	Software Integration Requirements
LockBox	Lockbox Requirements
Meter Reading	Meter Reading Requirements
Rates	Rate Requirements
Service Orders	Service Order Requirements
Support	Support Requirements
System Settings	System Configuration Requirements

TAB 8: COST PROPOSAL

Include:

a) The fixed costs for each major deliverable in the Pricing Microsoft Excel spreadsheet. Provide all costs based on the instructions and in the format(s) described in Section 9 of the RFP. Additional supporting detail can also be included.

b) The Excel file name should be returned as follows: **PROPOSER_RFP_SECTION_9_COST_PROPOSAL** where Proposer is your company name. Reference the name of the returned Excel spreadsheet in this tab.

DO NOT include any pricing data in the body of the main proposal (printed, PDF, and Microsoft Word copies). The spreadsheet can be included on the same electronic media as the main proposal and functional spreadsheet.

TAB 9: RESUMES

Include:

a) A resume for each key member of the project team defined in Section 6.4 Implementation Team. Resumes should highlight staff members' experience as it relates to this project.

Subcontractor Information:

Include a statement about the use of subcontracts. If subcontractors will be used:

a) Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services; and
b) Include the same company profile information for any subcontractors as is requested in Section 4 Solution Integrator Information for the primary proposer.

Proposers shall include the following information in the table below:

- Project area(s) supported (SI, CIS) by the key member;
- Employed by (SI, Sub-Contractor, Product or Solution Vendor, or Independent Contractor);
- Role(s) on project (Project Manager, Functional Lead, Conversion Lead, etc.).

Resource Name	Area(s) Supported	Employed By	Role(s) on Project

TAB 10: ADDITIONAL DATA

Include:

a) Any other data the proposer deems essential to the evaluation of the proposal (i.e., letters of reference, other related projects, marketing materials, etc.).

The response to this RFP must be made according to the requirements set forth in this document, both for content and for sequence. Noncompliance with these requirements or the inclusion of conditions, limitations, or misrepresentations, may be cause for rejection of the proposal.

Section 2.5 WRITTEN REQUESTS FOR INTERPRETATIONS/CLARIFICATIONS

General questions concerning this Request for Proposals shall be directed in writing towards **Addison McDonough**, OWASA Business Systems Analyst, office#: (919) 537-4324, e-mail: **amcdonough@owasa.org** (with a copy to **dprzybyl@owasa.org**). Proposers may not contact other OWASA personnel regarding this RFP.

Oral communications from OWASA or other persons shall not be binding on OWASA and shall in no way modify the provisions of this RFP. Official responses of OWASA to inquiries regarding this RFP shall be issued by OWASA in writing as addenda, and only such written responses shall be binding on OWASA as modifications to this RFP.

The final deadline to submit clarification questions related to this RFP is **5:00pm EDT on July 15, 2022**. Clarification requests shall be in written format and be submitted ONLY via e-mail to:

> **amcdonough@owasa.org** with **"CIS RFP Request for Clarification"** in the subject line (with copies to **dprzybyl@owasa.org** and **rbyars@owasa.org**).

Any questions submitted after the date and time specified will not be considered.

Section 2.6 SCHEDULE

The following schedule lists dates for the RFP proposal, evaluation, and contract processes. OWASA reserves the right to alter this schedule as it deems necessary or appropriate.

Date & Time (Eastern)	*Milestone*
June 13th, 2022	*Issue Date of the RFP*
June 24th, 2022 – 5:00pm EDT	*Intent to Submit Proposal Registration Deadline*
July 15th, 2022 – 5:00pm EDT	*Pre-Proposal Deadline for Questions/Clarifications*
July 22nd, 2022	*Responses to Questions/Clarifications Posted*
August 19th, 2022 – 5:00pm EDT	*Proposals are Due*
September 2nd, 2022	*Evaluation of the RFP Complete, Finalists Selected*
September 12th - 16th, 2022	*Finalist Presentations*
September 19th – 23rd, 2022	*Proposer Fact-Finding*
October 7th, 2022 – 5:00pm EDT	*Best and Final Offer ("BAFO") Due - each Finalist has 2 weeks from the end of their Fact-Finding period to deliver BAFO with Statement of Work*
October 13th, 2022	*Selected Proposer Notified*
October 17th – 21st, 2022	*Contract Negotiations*

Section 2.7 QUANTITATIVE ASSUMPTIONS

Proposers should use the following quantities and counts for the calculation of licenses, maintenance, transaction volumes, hardware sizing, training requirements, etc.:

OWASA'S CUSTOMER ACCOUNT PROFILE

The following table displays the number of active and historic customer accounts:

Customer Account Profile	
Type of Customer	**Active**
Residential	22,850

Customer Account Profile	
Type of Customer	Active
Multi-Family	800
Commercial	1,150
Other	800

Over the past 10 years, the growth rate for the customer base has been <1%. The 5-year forecast for the growth rate is projected to be flat. The annual account churn rate is ~20%.

CONTACT & SERVICE CENTER STATISTICS

The following table provides an overview of the total number of calls made to OWASA's Contact Center:

Contact Center Calls	
Month	Number of Calls
Jun-21	1244
Jul-21	1866
Aug-21	1619
Sep-21	1107
Oct-21	988
Nov-21	899
Dec-21	850
Jan-22	847
Feb-22	743
Mar-22	1010
Apr-22	891
May-22	1325

PAYMENT INFORMATION

The following table provides information on the payment transactions by type for Fiscal Year 2022:

Payments (FY 2022)	
Payment Channel	Number of Payments
Website*	141,300
Ebox	48,500
Lockbox	32,500
Mail	5,000
Phone (non-IVR)	2,900
Night Dropbox	2200
Walk in	600
Other	2,600
*Credit card, E-check, IVR, Pay-by-Text	

SERVICE ORDER METRICS

Below shows a table of the service order metrics which were generated in 2021:

Field Metrics	
Order Type	Number
Appointments	50
Collections	0
Meter Check	1020
Move In/Out	260
Usage on Vacant	4
Other**	1690

**Denotes service orders involving billing disputes, leak detection, and seasonal shutoffs.

EXPECTED NUMBER OF USERS IN THE PRODUCTION SYSTEM

The table below indicates the current number of employees by department who currently leverage the CIS system in some capacity:

CIS Users			
Group	Functions Performed in CIS	Number	Type
Call Center	Provides service to all incoming calls and visits for all OWASA residential customers. The Call Center primarily serves the needs of all OWASA customers.	9	Primary
Billing & Collections	Serves as a back-office function focusing on the management of OWASA's accounts receivable.	9	Primary
Account Management	Back-office function that supports all of Customer Service by addressing account exceptions.	9	Primary
Dispute Resolution	Responsible for investigating and responding to all make-up bills, high bill disputes, field visits (related to a dispute or audit) and customer correspondence	9	Primary
Reporting Services	Provides data for accounts receivable, QA/QC and training purposes.	9	Primary
Assistance Programs	Responsible for overseeing OWASA's Care-to-Share program and coordinating with external assistance programs.	4	Secondary
Account Creation	Responsible for the creation of new locations and availability fees for new developments.	2	Secondary and Casual
Finance	Views G/L Summary Transactions	4	Casual
Operations	Creates service orders, Schedule appointments	9	Secondary and Casual
View Only	Limited users	--	Casual
Super Users	Special Projects, Information Services	2	Primary
Other	Legal, Corp Communications, Security, Risk Management, etc.	1	Casual

Primary Users *– Use system 4 to 8 hours per day*
Secondary Users *– Use system 2 to 4 hours per day*
Casual Users *– Use system fewer than 2 hours per day*

SECTION 3. GENERAL REQUIREMENTS

Each proposer must carefully examine the terms of this RFP and all related documents and must judge for itself all of the circumstances and conditions affecting its proposal. OWASA will endeavor to present accurate information, but proposers are advised to independently verify the accuracy of any information received.

Section 3.1 TERM

The contract between OWASA and the successful Proposer will be expected to start immediately following contract execution.

Section 3.2 PROPOSAL PRICING

Each RFP Response must be a proposal with a fixed cost and a detailed plan of how the proposer plans to provide the requested scope of services described above.

All proposals must include a schedule of payments linking each payment with the critical events/deliverables. Payment shall be by invoiced and reviewed and approved by OWASA. Compensation to proposer shall be upon the agreed upon milestones, with a retention to be paid upon successful completion of the Vendor and System Integrator implementation and stabilization process.

Section 3.3 PROPOSER/PERSONNEL MINIMUM REQUIREMENTS

Proposers must have a proven track record with CIS implementation projects within the combined water/wastewater utility marketplace.

Section 3.4 LICENSING

The proposer will be authorized to do business in the State of North Carolina and comply with all pertinent state and federal requirements, codes and regulations.

Section 3.5 INFORMATION/PRODUCT

All reports, surveys, tables, charts, diagrams, design work, product recordings and other data (including electronic, audio and video) or documentation prepared or compiled by proposer in connection with the performance of its obligations under the contract, shall be the sole and exclusive property of OWASA. Proposer shall retain in its files, sufficiently detailed working papers relevant to its engagement with OWASA. Proposer further agrees that its working papers will be held in the strictest confidence and will not be disclosed or otherwise made available to outside sources, except as required by law, without the written consent of OWASA.

Section 3.6 CONFIDENTIALITY

Proposer must agree to keep confidential any and all information concerning the plans, operations or activities of OWASA which may be divulged by OWASA or ascertained by proposer in the course of performing services under any contract with OWASA. In the event the proposer is required to disclose confidential information pursuant to a subpoena, order of a court, or other legal process, the proposer shall, upon notice of such required disclosure and prior to disclosure, immediately notify OWASA and allow OWASA the opportunity to inspect the information subject to disclosure, and in the event such disclosure is objectionable under any standard or rule of the court, the proposer shall exhaust all legal means to prevent disclosure.

Non-Discrimination

Proposer shall not discriminate or permit discrimination against any person because of race, color, religion, national origin, sex or sexual orientation. In the event of such discrimination, OWASA may, in addition to any other rights or remedies available under the contract, at law or in equity, terminate any contract with proposer forthwith.

Proposer shall comply with the provisions of Title VII of the Civil Rights Act of 1964 (42 U.S.C. §200d et seq.), §504 of the Federal Rehabilitation Act of 1973 (29 U.S.C. §794), The Age Discrimination Act of 1975, (42 U.S.C. §6101 et seq.), Title IX of the Education Amendments of 1972, (20 U.S.C. §1681), and 45 C.F.R. Part 92, as they may be amended from time to time, which together prohibit discrimination on the basis of race, color, national origin, sex, handicap, age and religion.

Proposer understands and agrees that no individual with a disability shall, on the basis of the disability, be excluded from participation in any contract of proposer with OWASA or from activities or services provided under such contract. As a condition of accepting and executing such contract, proposer shall comply with all provisions of the Americans with Disabilities Act, 42 U.S.C. §12101 et seq., and all regulations promulgated thereunder, as the Act and regulations may be amended from time to time, which are applicable (a) to proposer, (b) to the benefits, services, activities, facilities and programs provided in connection with this Agreement, (c) to OWASA, or the State of North Carolina, and (d) to the benefits, services, activities, facilities and programs of OWASA or of the State.

Without limiting the generality of the preceding sentence, proposer shall comply with the “General Prohibitions Against Discrimination,” 28 C.F.R. §35.130, and all other regulations promulgated under Title II of “The Americans with Disabilities Act,” as they may be amended from time to time, which are applicable to the benefits, services, programs and activities provided by OWASA through contracts with outsider contractors.

SECTION 4. SOLUTION INTEGRATOR INFORMATION

All proposers must complete this Section. The Solution Integrator ("SI") assumes Prime responsibility and must provide a response to every line item in this Section (unless instructed otherwise). Provide comparable information for all subcontractors and application software providers utilized in your proposal (excluding the CIS and CSS information provided in the subsequent sections). If an item does not apply, indicate so with an "N/A" (not applicable). If for any reason, the subcontractors and application software providers utilized by the SI must be replaced during the RFP process, proposer must notify OWASA and seek approval for replacements.

"Solution" means the entire new meter to cash application software and its associated configuration, modifications, add-in software, data conversion, reporting and interfaces.

Section 4.1 SOLUTION INTEGRATOR COMPANY PROFILE

The Solution Integrator will provide a profile of its organization and all other companies that will be providing services to implement, deploy, and stabilize the Comprehensive CIS as defined in the Functional Requirements spreadsheet.

Provide a response to each question and statement in the space provided below each item. The acronym N/A is an acceptable response to a line item.

SI COMPANY PROFILE
1. Provide a brief history of company(s) including a summary of all products and services offered.
RESPONSE:
2. Provide the number of years the organization(s) has been in business as a CIS software/services implementer.
RESPONSE:
3. Provide the address and phone number of the corporate office.
RESPONSE:
4. Provide a list of serving office locations for this project.
RESPONSE:
5. Provide a disclosure and a description of any and all litigation, arbitration, or mediation that you have been involved in for the last seven years.
RESPONSE:
6. Provide a disclosure of any contracts that you have had terminated by the client within the last seven years.
RESPONSE:
7. Provide a disclosure of any Implementations that have failed (where this did not result in a terminated contract or litigation) within the last seven years.
RESPONSE:
8. Has your firm implemented a solution in a North Carolina NCUC regulated utility? If yes, what Utility was this completed at and what was the solution? What was your role? When was this project completed?
RESPONSE:
9. Please list the core product solutions being proposed. Are you a "certified" reseller and implementer of the core products?

SI COMPANY PROFILE
RESPONSE:

Section 4.2 SOLUTION INTEGRATOR ORGANIZATIONAL INFORMATION

The Solution Integrator will provide a profile of its organization and all other companies that will be providing services to implement, deploy, and stabilize the Comprehensive CIS Solution.

SI ORGANIZATIONAL INFORMATION
1. Provide 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.
RESPONSE:
2. In the table below, 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.

Department	2022	2021	2020	2019	2022
Sales & Marketing					
Technical Support					
Research & Development					
Maintenance					
Implementation					
Management					
TOTAL					

Section 4.3 SOLUTION INTEGRATOR FINANCIAL CONDITION

SI FINANCIAL INFORMATION
1. OWASA may request 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. Does the company agree to providing the requested financial information if you are selected as a finalist?
RESPONSE:

Section 4.4 SOLUTION INTEGRATOR REFERENCES

The Solution Integrator must demonstrate a proven track record in providing services across a series of successful project implementation efforts. Provide three client references who have recently used or are currently using your services to implement the CIS system. These clients should be relevant to OWASA and the proposed Comprehensive CIS Solution.

Please identify and complete the following table for three (3) client references for the Solution Integrator for the CIS Implementation.

The CIS references can be the same reference if both components were a part of the overall implementation solution.

SI REFERENCE 1	
Name of Client:	
Brief Description of the Project:	
Location(s) of the Installation:	
Customer Base by Service:	
Contact Name:	
Contact Title:	
Contact Email Address:	
Willing to Host Site Visit:	
Project Timeline:	
Live Date:	
CIS Vendor Name:	
CIS Product Name:	
CIS Version Number:	

Identify which of the following services you provided and number of your resources on this project:

- Program Management ☐ _____
- Business Integrator ☐ _____
- Solution Integration ☐ _____
- Change Management and Training ☐ _____
- Conversion ☐ _____
- Testing ☐ _____
- Quality Assurance ☐ _____
- Business Process Re-engineering ☐ _____

Project Metrics:

Costs		Go-Live Dates		Explanation of Variances(s)
Original	Actual	Original	Actual	

SECTION 5. CIS VENDOR INFORMATION

All Proposers must complete this Section as it relates to the proposed CIS "product vendor". If an item does not apply, indicate so with an "N/A" (not applicable).

If the Solution Implementer is the same company as the CIS vendor, please indicate "See SI Response" for duplicate questions.

Section 5.1 CIS VENDOR COMPANY PROFILE

Provide a response to each question and statement in the space provided below each item. The acronym N/A is an acceptable response to a line item.

CIS COMPANY PROFILE
1. Provide a brief history of company(s) including a summary of all products and services offered
RESPONSE:
2. Provide the number of years the organization(s) has been in business as a CIS software vendor?
RESPONSE:
3. Provide the address and phone number of the corporate office.
RESPONSE:
4. Provide a disclosure and a description of any and all litigation, arbitration, or mediation that you have been involved in for the last seven years.
RESPONSE:
5. Provide a disclosure of any contracts that you have had terminated by the client within the last seven years.
RESPONSE:
6. Provide a disclosure of any Implementations that have failed (where this did not result in a terminated contract or litigation) within the last seven years.
RESPONSE:

Section 5.2 CIS VENDOR ORGANIZATIONAL INFORMATION

Provide a profile of the CIS Vendor organization.

CIS ORGANIZATIONAL INFORMATION
1. Provide 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.
RESPONSE:

Section 5.3 CIS Vendor Financial Condition

CIS FINANCIAL INFORMATION
1. OWASA may request 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. Does the company agree to providing the requested financial information if you are selected as a finalist?
RESPONSE:

Section 5.4 CIS Vendor User Group Information

For the CIS product proposed, provide information relating to organized User Group(s):

CIS USER GROUP INFORMATION
1. Is there an established, organized user group?
RESPONSE:
2. When was the user group organized?
RESPONSE:
3. How many members belong to the group?
RESPONSE:
4. How often does the user group meet?
RESPONSE:
5. What were the attendee registration costs and where were the locations of the last three meetings?
RESPONSE:
6. Provide the name, phone number and email address of the group organizer.
RESPONSE:
7. Are there any membership fees?
RESPONSE:
8. Is there a user group bulletin board/newsgroup on the Internet?
RESPONSE:
9. Does the user group provide input concerning product enhancements?
RESPONSE:
10. What percentage of your product enhancements comes from user group suggestions?
RESPONSE:
11. Two examples of enhancements as a result of user group input within the last major product release.
RESPONSE:
12. Is the user group a national organization or are there regional chapters?
RESPONSE:

Section 5.5 CIS Vendor Number of CISs Implemented

Provide the number of implementations and upgrades contracted for, on the CIS product being proposed. Include implementations or upgrades. For each implementation or upgrade, include the number contracted for in the last 24 months, total number contracted to date, and total number of live sites:

a) List the number of implementations performed (where client was converted from an existing legacy or commercial application).

Product Name and Version #	# in last 24 months	Total # to Date	# Live to Date
<enter one line per product being proposed>			

b) List the number of major upgrades performed.

Product Name and Version #	# in last 24 months	Total # to Date	# Live to Date
<enter one line per product being proposed>			

Section 5.6 CIS Vendor Product Line Profile

a) Provide the original product release date as well as the date and version number of the current release, and prior two releases for the proposed product:

Product Name and Version #	Release Date of Current Version	Release Date of Prior Version	Original Release Date of Product
<enter one line per product>			

Section 5.7 CIS Vendor Policies Regarding Regulatory Requirements

For the CIS product proposed, provide information relating to adjusting the solution to regulatory requirements:

CIS VENDOR POLICIES
1. How do you monitor federal tax/regulatory proposals and mandates in order to identify required changes to CIS application code?
RESPONSE:
2. How do you monitor North Carolina tax/regulatory proposals and mandates in order to identify required changes to CIS application code?
RESPONSE:
3. Describe how your product ensures PCI, FACT Act, ADA, and PII compliance? Do you have a cyber security policy?
RESPONSE:
4. Describe your severity level process and response SLAs proposed for non-defect (local) requests, specifically configuration assistance, report assistance, and additional enhancements.
RESPONSE:

Section 5.8 CIS Vendor R&D Activities/Strategic Product Direction

For the CIS product proposed, provide information relating to R&D activities:

CIS R&D ACTIVITIES
1. 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.
RESPONSE:
2. Provide a statement of your strategic direction with respect to development of technologies, products, product features and services in support of smart metering related products and technologies.
RESPONSE:

Section 5.9 CIS Vendor Maintenance and Technical Support

For the CIS product proposed, provide information relating to maintenance and technical support:

CIS VENDOR MAINTENANCE & TECHNICAL SUPPORT
1. Will the application software vendor provide corrections without charge (e.g., patches) for OWASA's system if program errors are discovered at another user's site? Explain the process in detail as to how the patches will be received by OWASA.
RESPONSE:
2. Provide a list of all known outstanding errors/system deficiencies and the anticipated schedule for their resolution. Please also include your standard resolution times based on error severity.
RESPONSE:
3. Provide a description of how customer requested enhancements to the system are handled. Include any applicable pricing structure.
RESPONSE:
4. Provide the next anticipated release date. How often do you provide new product version releases? Is this on a scheduled or flexible basis?
RESPONSE:

CIS VENDOR MAINTENANCE & TECHNICAL SUPPORT
5. Provide how long you support each version of your CIS software and include any policies for updating the CIS application.
RESPONSE:
6. Describe and include any policies related to ancillary products (e.g. bill print) included in your proposal.
RESPONSE:
7. Provide your recommended upgrade strategy for future releases of the product(s). Include a recommendation for how frequently OWASA should apply patch releases & perform minor/major product upgrades.
RESPONSE:
8. Describe the length of time and estimated number of dedicated resources to support a major release upgrade.
RESPONSE:
9. Provide a description of the policy for updating and/or certifying the application when new releases of system software become available (e.g. Windows).
RESPONSE:
10. Provide your policy for updating and/or certifying the application when new releases of third-party application software become available (e.g., ESRI ArcGIS, Microsoft Office, Mueller Systems).
RESPONSE:
11. 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).
RESPONSE:
12. Explain how (and when) release notes are made available to OWASA prior to a new version of the product being released.
RESPONSE:
13. 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. OWASA requires a perpetual license for the proposed product. Describe your product licensing policy.
RESPONSE:
14. Provide an explanation of procedures to retrofit all (if any) customizations made by the Proposer for OWASA, into new releases of the application. Describe regression-testing procedures used to ensure previous changes are not impacted by the new release.
RESPONSE:
15. Verification that your company provides telephone/virtual 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?
RESPONSE:
16. A guaranteed response time for support requests: during work hours (7am to 5pm EST), both average and guaranteed response time, and during off-hours (5pm to 7am EST), both average and guaranteed response time. Provide details of each optional support plan.
RESPONSE:
17. The application software vendor's website capabilities. What customer service/support features are available at this site?
RESPONSE:
18. Verification that all point releases are made available to all customers.

CIS VENDOR MAINTENANCE & TECHNICAL SUPPORT
RESPONSE:
19. Verification that all patches are made available to all customers.
RESPONSE:
20. Verification that all modifications performed for any customer are made available to all customers. Describe any limitations.
RESPONSE:
21. 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?
RESPONSE:
22. Verification that the Proposer has escalation procedures if they are unable to resolve a problem within the established response times.
RESPONSE:
23. 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 OWASA.
RESPONSE:
24. The monthly and annual cost for your organization to provide the recommend level of technical staff to support your CIS product if OWASA was unable to provide the in-house support staff recommended in the above.
RESPONSE:
25. Verification (or not) that your organization is able to provide such services (described in the above) on a contract basis.
RESPONSE:
26. Describe the different managed services options your company provides based on the solution selected (SaaS, Cloud, etc.).
RESPONSE:

Section 5.10 CIS PRODUCT-RELATED DOCUMENTATION

For each of the documents described in the table, complete the appropriate column(s) using the notes below. Enter the entity (Product Vendor, Solution Implementor, or 3rd Party) that provides the documentation in the "Provided By" column or "**N/A**" if not available. Any additional costs for any of the documentation should be clearly indicated in the cost proposal.

Document Description	Provided By	Electronic	Hardcopy Only	Editable	Restricted	Release Compatible
Major system overviews for all components?						
System Flowcharts and/or Data Flow Diagrams?						
Entity Relationship Diagrams?						
Work Flow Diagrams?						
Data Dictionary?						
Program documentation?						
Installation and configuration procedure manuals for servers and workstations?						
User's Manual?						

Document Description	Provided By	Electronic	Hardcopy Only	Editable	Restricted	Release Compatible
Training materials?						
Input screen/panel documentation with data entry explanations?						
Samples of all standard reports with narrative descriptions of all fields displayed on the report, input parameters and execution procedures?						
Samples of bill templates?						
All error codes, messages and their explanations displayed on-line and/or on reports with action required or options available?						
System Administration and Security Manuals?						
Computer operations documentation? (e.g., scheduling information, job and restart/recovery information, error codes, job dependencies and flow charts).						
Procedures for updating technical and user documentation for new releases?						
Standardized user exits/plug-ins for custom enhancements?						
Help desk documentation for internal user support?						

Assuming typical contract terms regarding confidentiality and ownership of intellectual property, the following Notes should be used when completing this table:

***Provided By**: The entity providing the documentation or "N/A" if not available with your proposal.*
***Electronic**: Your proposal includes electronic versions of this document (Yes/No).*
***Hard Copy Only**: Your proposal includes hard copies only of this document (Yes/blank).*
***Editable**: Your proposal includes electronic versions of this document that can either be edited or is open for OWASA to copy sections for use in their own, custom documentation (Yes/No).*
***Restricted**: Indicate if you restrict the use of this document by charging additional fees to OWASA to copy this document (Yes/No).*
***Release Compatible**:* This document is available concurrent with the release of new software updates *(Yes/No)*.

SECTION 6. IMPLEMENTATION SERVICES

The following outline of services is provided for the Solution Integrator to consider in the formulation and proposal of the implementation and post-implementation services. These services may be performed by the Solution Integrator, the Software Vendor, or other Third-Parties. Please indicate in your response where the Solution Integrator is NOT performing the services.

Section 6.1 SOLUTION OVERVIEW

OWASA is looking for the Solution Integrator to provide the recommended solution approach to satisfy the business objectives and purpose for the project.

For the proposed implementation:

SOLUTION OVERVIEW
1. Provide an overview of your recommended solution by including a high level-diagram of the To-Be state architecture, reason for choosing the specific CIS system.
RESPONSE:
2. Provide your view on how the Mueller Systems MDM system would integrate with your overall solution plan.
RESPONSE:
3. Provide a high-level integration diagram for your proposed solution (see Error! Reference source not found. Error! Reference source not found. for current and expected integrations).
RESPONSE:
4. Provide an overview of your recommended reporting approach including what tools are required to perform analytics.
RESPONSE:
5. Provide information related to what tools and technologies are needed to support the integration layer.
RESPONSE:

Section 6.2 IMPLEMENTATION METHODOLOGY & APPROACH

OWASA is open to either a waterfall, agile, or combination waterfall/agile project methodology. The Solution Integrator is requested to propose their recommended approach for the various project phases and timeline to meet the approach. The Solution Integrator should document the services necessary for the successful implementation, deployment, and operation of the solution.

At a minimum, please provide a response to each question/statement in the space underneath each item.

IMPLEMENTATION METHODOLOGY
1. Describe your recommended project methodology approach to delivering the solution.
RESPONSE:
2. Describe the milestones and deliverables by phase.
RESPONSE:
3. Describe the primary dependencies between phases.

IMPLEMENTATION METHODOLOGY
RESPONSE:
4. Describe the project controls by phase.
RESPONSE:
5. List the entry and exit criteria by phase.
RESPONSE:
6. Describe your governance approach for customizing/extending the software.
RESPONSE:
7. Describe your governance approach for the technical architecture.
RESPONSE:
8. Define your approach to manage requirements through the project lifecycle.
RESPONSE:
9. Please provide any other information that you feel is relevant to the project methodology & approach.
RESPONSE:

Section 6.3 IMPLEMENTATION TIMELINE

Please provide a recommended timeline for the solution implementation. The timeline should align back to the recommended project methodology approach that is described in Section 6.2 Implementation Methodology & Approach.

The timeline should include the typical delivery lead-time from contract execution to:

- The delivery of the Application Documentation;
- The cloud installation of the base Application Software;
- The start of project activities that demand dedicated OWASA Core Team resources.
- The proposed implementation schedule for the proposed solution (e.g., Gantt charts) including installation, planning, fit analysis, conversion, training, testing, interfaces, and system modifications noted in the functional requirements. Include critical milestones, activities, tasks, deliverables, and responsibilities of key parties for all the activities identified above.

For the proposed implementation:

- Provide a detailed plan and associated schedule/timeline.
- Provide a summary schedule which identifies the major work phases, releases, and milestones over the project timeline

Section 6.4 IMPLEMENTATION TEAM

OWASA will provide management and user resources (Business Core Team) to support OWASA's obligation under the contract in accordance with the Proposer's installation approach and associated activities. OWASA will also provide technical resources to support desktop and network infrastructure and programming staff to support data extraction to support data conversion activities.

For the proposed implementation, please provide responses to the following questions:

IMPLEMENTATION TEAM
1. Provide a detailed organization chart outlining the reporting structure and primary responsibilities of each key position.
RESPONSE:
2. Provide your views and description (# of staff, project roles and time commitment) of the minimum OWASA implementation team and then your recommended OWASA implementation team. Please be candid in your response. OWASA wants to ensure proper staffing for this project.
RESPONSE:
3. Describe by individual (name and title) the roles and responsibilities of the position and the general tasks your personnel will perform during implementation, referring to the activities you described in this section.
RESPONSE:
4. Provide a detailed set of roles and responsibilities for the OWASA personnel for each phase of the project at a sufficient level of detail for a Manager or Supervisor to understand and deploy the proper person.
RESPONSE:

In the event Proposer's key staff must be exchanged or replaced, OWASA reserves the right to pre-approve the proposed replacement.

Section 6.5 PROJECT MANAGEMENT & ADMINISTRATION

The Solution Integrator will be responsible for establishing the project management organization and managing the project activities involved with the installation and post go-live support of the Core CIS solution. Activities will include but are not limited to:

a) **Project Management** - management and administration of project plans;
b) **Measurement, Metrics and Analysis** - document all metrics required by OWASA to track the progress of the project;
c) **Status Reporting** - report project status in the format required by OWASA;
d) **Issue Management** - identify, document, track, and resolve issues throughout the lifecycle of the project;
e) **Risk Management** - identify, document, track, and resolve risks throughout the lifecycle of the project;
f) **Key Decisions Management** - identify, document, and track key decisions throughout the lifecycle of the project;
g) **Schedule Management** - includes the maintenance and coordination of all schedules and project timelines;
h) **Resource Management** - includes the verification of resource requirements, management of project resources, and subsequent changes to project resources;
i) **Scope and Change Management** - includes the management of changes agreed upon scope and functionality which was previously agreed upon;
j) **Collaboration and Document Management** - creation and maintenance of all artifacts that are created by the program;
k) **Quality Management** - includes the verification and management of the quality of all produced deliverables and supporting artifacts;
l) **Development Management** - includes all aspects of managing and administering the development environment including all hardware, software, and tools;
m) **Technology Management** - Includes, but not limited to, all aspects of managing and administering all hardware and software - environments, integrations, conversions, testing and reporting;
n) **Approval Management** - includes the review and approval of all project related deliverables and milestones; and
o) **Contract Management** - includes conformance of the Solution Integrator, the Software Vendor, and all Third Parties to the agreed upon contract package and statement of work.

Provide a response to each question/statement in the space provided underneath each item regarding your project management office approach.

PROJECT MANAGEMENT OFFICE
1. Describe the overall communication plan that will be utilized throughout the engagement.
RESPONSE:
2. Describe the metrics that you use to measure project health.
RESPONSE:
3. Describe your approach to identify, track and resolve risks to the project.
RESPONSE:
4. Describe the key risks experienced with a typical CIS program. How does your approach identify, track, and mitigate or resolve risks?
RESPONSE:
5. Describe your approach to identify, track and resolve issues that impact the project.
RESPONSE:
6. Describe your approach to managing resource demand on the project. Provide an example template that is used to forecast resource requirements, tracks demand once filled, and manages changes to the forecast.
RESPONSE:
7. Describe the development and maintenance of a scope management plan, including the management of change requests/controls.
RESPONSE:
8. Describe the approach to managing project artifacts.
RESPONSE:
9. List the tools required.
RESPONSE:
10. Describe your approach to create, manage, and review project artifacts.
RESPONSE:
11. Describe the review and approval process for project artifacts and milestones.
RESPONSE:
12. Describe how conformance to the agreed upon contract package and statement of work will be managed.
RESPONSE:
13. What incentives and penalties are included in your proposal with regard to delivering or missing the planned timelines and deliverables?
RESPONSE:
14. Provide any other relevant information related to the project management office activities which were not identified above.
RESPONSE:

Section 6.6 BUSINESS ENABLEMENT SERVICES

Business enablement services are to be provided by the Solution Integrator and include managing the changes to business processes, workflows, rules and rate structures, offerings, and strategies. This includes but is not limited to the following:

a) **Workflows/Processes:** Solution Integrator will lead and deliver the business process documents as defined during the workshops. OWASA may assign project team members to this task, after they have been trained in the Core CIS Solution. These individuals will then identify and document business processes (e.g., high-bill complaint, a connect, etc.). For primary business processes a "to be" workflow will be developed and will document how OWASA is to utilize the Core CIS Solution to accomplish the work.

b) **Business Procedures:** For the primary business processes the project team will develop the step-by-step business procedures, along with the forms, screens, reports, etc. necessary to conduct the business process.

c) **Rules and Rates:** This activity ensures that OWASA's rules of service and associated rates are accommodated within the Core CIS Solution. If there is an impact on a rule or rate, activities will occur to make the necessary changes and engage in the formal change process to ensure changes are made and approved.

d) **Offerings:** This activity ensures that OWASA's current and short-term future programs, products, and services are accurately configured and supported by the Core CIS Solution. If there is an impact to an existing or future offering, activities will occur to make the necessary changes and engage in the formal change process to ensure changes are made and approved.

e) **Strategies:** Ultimately, the implementation of the Core CIS Solution may impact overall organizational customer service and marketing strategies. This activity will work to identify strategic impacts and implement changes in support of the Core CIS Solution.

Provide a response to each question/statement in the space provided underneath each item regarding your business enablement approach.

BUSINESS ENABLEMENT SERVICES
1. Describe your approach to redesigning business processes. Include key activities, deliverables, ownership of business process redesign, etc.
RESPONSE:
2. Describe your governance process to business process design.
RESPONSE:
3. How do you ensure the optimization of business processes in the future state of the CIS solution?
RESPONSE:
4. Describe what level of detail the business process design & business procedure documentation will achieve.
RESPONSE:
5. Describe your approach to managing regulatory changes throughout the design process.
RESPONSE:
6. Describe your approach to the design of rates from a legacy to a new CIS system.
RESPONSE:
7. Include any other relevant business process enablement information not included above.
RESPONSE:

Section 6.7 CONFIGURATION & DEVELOPMENT SERVICES

Application configuration services focus on configuring the Core CIS Solution to meet OWASA's processing and business requirements. OWASA will work with the Solution Integrator to understand the system configuration structure and define the system configuration to support the business requirements. The primary method of meeting OWASA's business requirements and processing will be through configuration rather than customization work.

Project development services focus on developing the baseline Core CIS Solution to meet the specific needs of OWASA. It focuses on the following areas:

a) **Enhancements/Extensions**. This activity deals with the identification, design, programming, unit testing, and delivery of the enhancements/extensions to OWASA's environment.
b) **Integrations**. This activity deals with the identification, design, programming, unit testing, and delivery of the integration to OWASA's environment utilizing all necessary security controls.
c) **Reports**. This activity deals with the design, programming, unit testing, and delivery of the query/report to OWASA's environment. OWASA requires cost of reports to be included in the Solution Integrator estimate. The figure is based on the current report inventory of regulatory and operational reports.
d) **Statements/Letters.** This activity provides for the implementation and configuration of the bill production and distribution (excluding inserters) hardware and software. Exhibit 3 Example Bill Formats and 0 provides sample bill and letters currently in use by OWASA.
e) **Workflows**. This activity deals with the configuration, unit testing, and delivery of the automated workflows to OWASA's environment.

Provide a response to each question/statement in the space underneath each item.

CONFIGURATION & DEVELOPMENT SERVICES
1. Does your product offer a pre-configured environment system to be leveraged as a baseline for system configuration?
RESPONSE:
2. Describe your approach to administer the development environment including software and required tools.
RESPONSE:
3. Describe the approach and activities regarding configuration development.
RESPONSE:
4. Describe the approach and activities regarding the development of enhancements or extensions.
RESPONSE:
5. Describe the approach and activities regarding the development of OWASA interfaces and integration points.
RESPONSE:
6. Describe your approach for evaluating which OWASA interfaces to retire with the implementation.
RESPONSE:
7. Describe the approach and tools to expose application data provided by the new system to internal and external systems for consumption (i.e. standard APIs, web services, etc.).
RESPONSE:
8. Provide the process to be used to modify and enhance the standard product report offerings.
RESPONSE:
9. Describe the self-service capability of the reporting solution.
RESPONSE:

CONFIGURATION & DEVELOPMENT SERVICES
10. Describe the approach and activities regarding development of OWASA statements, bills, notices, and other correspondence which the system is required to produce.
RESPONSE:
11. Describe your approach to implementing business transactions which require input and approval by multiple parties.
RESPONSE:
12. Describe your approach to managing and migrating code and configuration.
RESPONSE:
13. Provide a list of tools required to support your development governance approach.
RESPONSE:
14. Describe any automated capabilities included in your approach if not listed above.
RESPONSE:
15. Describe your governance process for validating code and configuration.
RESPONSE:
16. Describe your strategy and approach to designing and working exceptions in the CIS System.
RESPONSE:
17. Describe how the architecture of the proposed solution(s) supports customization through the use of non-invasive approaches (such as plug-ins, user-exits, etc.) that avoid changes to baseline application code.
RESPONSE:

Section 6.8 PROJECT TESTING SERVICES

OWASA is looking for the Solution Integrator to provide project testing services focused on planning and executing the various tests to be conducted, which may include but are not limited to the following activities:

a) **Test Planning.** This activity deals with the development of the various test plans which govern the testing and acceptance process. Typically, the test plan will have an overall approach, unit test conditions, unit test data, and anticipated unit test results. This plan will govern all aspects of the testing process. Please see below for testing phases required for the Core CIS project.

b) **Test Execution**. This activity deals with the execution of tests to ready the new systems and processes for go-live. This includes but is not limited to for code, configuration, performance of the environments, disaster recovery, security, and conversion. OWASA requires that the Solution Integrator perform testing during all phases of the implementation to ensure quality and demonstrate functionality in the proposed solution. At a minimum, the following testing activities should occur during the implementation.

c) **Unit Testing**. All activities performed during the implementation should be unit tested prior to being released. This includes but is not limited to:

- Enhancement Development Code and Configuration
- Installation and Technical Configuration
- Security Configuration
- Integration Development and Configuration
- Operations Configuration (Batch, Alerting, etc.)
- Conversion Development and Configuration

d) **Product/Integration Testing**. All enhancements developed or configured must be aggregated and tested together to demonstrate that core business processes operate as designed. The Solution Integrator should define the phases, their duration whether they occur sequentially or overlap.

e) **Acceptance Testing**. Solution functionality should be tested by the future end users which will use the system in production.

f) **Operational Readiness Testing**. This test should demonstrate that the solution is ready to support production operations at OWASA (i.e., Batch, Billing Exception Resolution, Call Center, etc.)

g) **Performance Testing**. This test should demonstrate that the solution meets the necessary criteria to support OWASA under peak activity periods.

h) **Disaster Recovery Testing**. This test should demonstrate that the solution is redundant and capable of being restored when a disaster event occurs.

i) **Penetration Testing**. Penetration testing will be conducted at multiple points throughout the project. The Solution Integrator will not be responsible for conducting this testing but will be responsible for participating and resolving any issues relating to scope introduced in the implementation.

Provide a response to each question/statement in the space provided underneath each item.

TESTING SERVICES
1. Describe your overall testing methodology and approach.
RESPONSE:
2. Describe the approach for development and management of test data. Include who is responsible for the development of test data (if necessary).
RESPONSE:
3. Describe how testing requirements will be traced to business requirements.
RESPONSE:
4. Provide a list and description of testing tools that will be utilized. Will those tools be made available at no cost to OWASA after go-live?
RESPONSE:
5. Describe how OWASA will be able to verify and validate testing results. Do you include a dashboard of results?
RESPONSE:
6. Describe how the Solution Integrator will train OWASA testers.
RESPONSE:
7. Describe your approach to regression testing.
RESPONSE:
8. Describe your approach to performance testing.
RESPONSE:
9. Describe your approach to parallel testing with the legacy systems.
RESPONSE:
10. Describe your approach to comparing bills between the new and legacy system.
RESPONSE:
11. Describe your approach to user acceptance testing.
RESPONSE:
12. Describe the entry and exit criteria for user acceptance test.
RESPONSE:

TESTING SERVICES
13. Describe how test automation will be used throughout the project.
RESPONSE:
14. Who is responsible for identifying the testing scenarios? How do you ensure all scenarios are documented?
RESPONSE:
15. Who is responsible for writing test scripts? How do you ensure the accuracy/validity of test scripts?
RESPONSE:
16. Who performs the test scripts?
RESPONSE:
17. How are results of test scripts reported?
RESPONSE:
18. How do you test disaster recovery?
RESPONSE:
19. OWASA outsources its bill print, letter print, and messaging on bills. How will this testing be performed?
RESPONSE:
20. Please include any other relevant information regarding testing which was not included above.
RESPONSE:

Section 6.9 TECHNICAL ARCHITECTURE SERVICES

TECHNOLOGY & APPLICATION INSTALLATION SERVICES

The Solution Integrator will support the technology installation of non-production and production environments that are required to implement and operate the Core CIS Solution. It may consist of the following components:

a) Implementation, configuration, and acceptance of any software, environments, and tools necessary to support the implementation effort. An associated schedule of upgrades to the environments to support various stages of the implementation effort leading up to production operation.
b) Establishing the connectivity between the development client and the development server (hosted) to support the development effort.
c) Establishing the training environments and clients, with connectivity between the training clients and the development server to support the training effort.
d) Implementation, configuration and acceptance of all components of the proposed computing solution.

The Solution Integrator will support the application installation services which focuses on implementation of the database, design and configuration of the application environments, implementation and certification of the proposed baseline software and upgrades to the baseline software during the project. It may consist of the following components:

a) Implementation, configuration, and acceptance of the database software utilized by OWASA. This includes subsequent upgrades to support newer versions of the database software.

b) Implementation of necessary tools to support the acceptance and migration of new versions or releases of the Core CIS Solution across the various development, maintenance and production environments. A migration strategy for new application versions/releases will be put in place. Database administration activities will be conducted on a regular basis to tune the database in support of batch and on-line service levels.

c) Initial implementation, configuration, and acceptance of the base Core CIS Solution.

Provide a response to each question/statement in the space provided underneath each item.

TECHNOLOGY & APPLICATION INSTALLATION
1. Recommend a product that can be used to migrate/clone instances of an environment. Can the cloning processes be automated?
RESPONSE:
2. Does the product allow copying of a subset of data (describe the data selection options available)?
RESPONSE:
3. Does the product have the ability to encrypt and mask sensitive client data?
RESPONSE:
4. Does OWASA have rights to the product post go-live (include any licensing required)?
RESPONSE:
5. Is your solution based on a two-, three-, or N-tiered client/server architecture? Describe in detail.
RESPONSE:
6. By application, list all relational databases supported as the data store and which database is proposed for this project.
RESPONSE:
7. Describe how your proposed solution ensures the redundancy, load balancing, and high availability of the core products?
RESPONSE:
8. Describe your technical approach and activities for installation and validation of the CIS System software.
RESPONSE:
9. Describe how the environments will be secured and access controlled.
RESPONSE:
10. Describe your approach to auditing user activity.
RESPONSE:
11. Describe plans for backing up the environments and for recovering from any type of disaster or outage.
RESPONSE:
12. Describe the governance process for upgrading the CIS system with vendor releases during the project.
RESPONSE:
13. Describe necessary client requirements for development workstations and required activities to ensure these clients are set-up and connected to the server environment.
RESPONSE:
14. Describe necessary requirements for training clients and required activities to ensure these clients are set-up and connected to the server environment.
RESPONSE:
15. Describe your approach to monitoring environments.

TECHNOLOGY & APPLICATION INSTALLATION
RESPONSE:
16. List any tools recommended for monitoring or alerting for issues.
RESPONSE:
17. List any additional performance requirements to support implementation activities work (e.g., Project team end user count, remote connectivity for developers, etc.).
RESPONSE:
18. Describe your approach to administer the development environment including software and required tools.
RESPONSE:
19. Describe your approach to managing and deploying code and configuration to each environment.
RESPONSE:

BATCH SCHEDULING

The Solution Integrator will be responsible for helping to setup the batch scheduling configuration and timing.

Please provide a response to the following statements and questions:

BATCH SCHEDULING
1. Indicate the typical nightly complete batch window time. Include specific run times for backup, batch payment postings, meter read downloads, uploads, bill calculations, collection processes, Service Orders, nightly reports, and bill file generation.
RESPONSE:
2. An explanation of batch processing performance (e.g., nightly backup, postings, billing procedures) based upon recommended hardware.
RESPONSE:

Section 6.10 PROJECT CONVERSION SERVICES

Project conversion services focus on cleansing and converting data from the legacy CIS system to the Core CIS database, it includes the following activities:

a) **Cleansing.** This activity deals with the identification of data in the legacy CIS system which needs to be scrubbed or cleaned to ensure information loaded into the Core CIS Solution is accurate and will support processing within the new environment.

b) **Conversion**. Data will be mapped between the systems containing customer data and the Core CIS Solution. Extract, transform, and load conversion programs will be developed to conduct an automated conversion of data from the legacy CIS system to the Core CIS Solution. Currently OWASA is planning to convert 60 months of complete history for all accounts. In addition, any bad debt (including write-offs) will need to be converted for an additional 5 years (total of 10 years).

c) **Mock Conversions**. The Solution Integrator will perform a series of mock conversions to test the conversion programs and processes. These mock conversions will emulate a full conversion over the specified conversion timeframe such as a three-day weekend.

Provide a response to each question/statement in the space provided underneath each item.

CONVERSION
1. Describe your approach to data conversion/migration from the legacy CIS system to the future production system and the deliverables that will be provided. Include as appropriate, a discussion of the conversion programs, the data mapping process and how it is tested. Provide a diagram on how you view the conversion process steps.
RESPONSE:
2. Describe your experience in converting data from Cogsdale into your proposed CIS solution. (Please include as a reference in Section 4.4 Solution Integrator References where possible). Do you offer any accelerators to reduce the risk around the conversion process?
RESPONSE:
3. What tools are required to support the conversion process (include licensing costs where appropriate)?
RESPONSE:
4. Provide a recommendation on what data OWASA should plan to convert (e.g., bills, payments, meter readings, consumption history, service order history, notes, payment arrangements, etc.).
RESPONSE:
5. Describe your approach to data cleansing in the legacy CIS systems and who is responsible for data cleansing.
RESPONSE:
6. Describe your approach for validating data during the conversion process. Provide an example of controls from a previous project.
RESPONSE:
7. Describe your approach to Mock Conversions to ensure the conversion process is working as designed and can be conducted over a specified timeframe.
RESPONSE:
8. Describe the quality assurance of your methodology.
RESPONSE:
9. Describe how you will perform historical cancel and re-bill operations on data that is NOT converted.
RESPONSE:
20. What is the recommended number of mock conversions for this implementation? a. Describe the scope that would be included in each of the mock conversions. b. Include balancing controls that would be included.
RESPONSE:

Section 6.11 Organizational Change Management

This section describes organizational change management services where the Solution Integrator will provide oversight and participate in the management of change within OWASA through the identification of changes to business processes, workflows, rules and rate structures, product and service offerings, organizational structure, and strategies. These services will also accommodate all aspects of training development and delivery.

CHANGE MANAGEMENT

OWASA is looking to engage a Solution Integrator to act as an organizational readiness partner to help drive engagement, sponsorship, and alignment of the changes associated with developing and deploying the proposed CIS Solution. The Solution Integrator is expected to partner with OWASA to enable and support overall execution, collaboration with program leadership and business partners to drive delivery of people, process and technology changes. Part of the activities the Change Management team will be involved with are the following:

Organizational Impact. Each change to the business processes and procedures will be captured by the Change Management team. This information ensures that the business is aware of all changes occurring in the system which could impact the organization.

Communication. Changes as discussed in the previous section will need to be communicated to internal and external users of the Core CIS Solution. This activity will be responsible for communicating changes throughout the organization and to external customers and users.

Business Readiness. Business readiness services focus on an assessment of the readiness of OWASA to implement and operate the system successfully in support of the customer life-cycle. Business readiness will focus on assessing the Core CIS Solution to ensure it supports OWASA's business environment.

The Solution Integrator must describe its organizational readiness methodology, which outlines the change management approach for all developers, testers, system administrators, operational support personnel and end-users of the system.

Provide a response to each question/statement in the space provided underneath each item.

CHANGE MANAGEMENT PROCESSES
1. Describe the organizational change management methodology and deliverables that will be provided.
RESPONSE:
2. Describe change management's role in the reengineering of business processes.
RESPONSE:
3. Describe activities required to identify impacted processes.
RESPONSE:
4. Describe the activities required to identify organizational impacts and propose solutions.
RESPONSE:
5. Describe activities required to ensure OWASA's rules of service and associated rates are accommodated. If there is an impact on a rule or rate, describe activities to make necessary changes and engage in a formal change process to ensure changes are made and approved.
RESPONSE:
6. Describe how changes to the business environment will be communicated to internal and external customers and users.
RESPONSE:
7. Describe how you will communicate this program to: internal team members, internal/external stakeholders, and end users of the product.
RESPONSE:
8. Describe how you will evaluate OWASA's change readiness throughout the lifecycle of the project.
RESPONSE:
9. Describe what software and tools you will use.
RESPONSE:

CHANGE MANAGEMENT PROCESSES
10. Describe how success of the change management program will be determined.
RESPONSE:
11. Please provide any other relevant information regarding change management not included above.
RESPONSE:

TRAINING SERVICES

Project training services focus on the development of training materials and training courses, the identification and training of users in how they will do business with the Core CIS Solution. It includes the following activities.

a) **Training Development.** The Solution Integrator will provide baseline training documentation and course materials with the Core CIS Solution. The Solution Integrator, working with OWASA, will utilize these materials as the starting point and will modify the materials to reflect OWASA's specific configuration, workflows and processes.
b) **Training Delivery**. An initial training and education program will be identified and delivered to all users of the system including primary, secondary, and casual users. This may be accomplished using a combination of delivery methods including classroom training courses, Computer Based Training, personal practice time, Internet based training, etc. In addition to the initial training, this activity addresses training needs during and immediately following cutover to the Core CIS Solution. OWASA requests a combination of Train the Trainer and Training of OWASA's user community.

The Solution Integrator must describe its organizational readiness methodology, which outlines the training approach for all developers, testers, system administrators, operational support personnel and end-users of the system.

Provide a response to each question/statement in the space provided underneath each item.

TRAINING SERVICES
1. Describe the overall training methodology and associated deliverables.
RESPONSE:
2. Describe how baseline training materials will be modified to reflect OWASA's specific configuration, workflows, processes, etc.
RESPONSE:
3. Describe the review and approval process for training materials to ensure accuracy.
RESPONSE:
4. In addition to the initial training, describe how training needs during and immediately following production cutover will be accommodated.
RESPONSE:
5. Provide a listing of up-front training required for members of the core team.
RESPONSE:
6. Provide a recommended approach for managing and maintaining OWASA's training programs and process/knowledge repositories post go-live.
RESPONSE:
7. Describe training for new workers or retraining of workers will be accommodated as updates and changes are made.
RESPONSE:
8. Describe how knowledge transfer to OWASA employees will take place.

TRAINING SERVICES
RESPONSE:
9. Describe the different levels of training that will be provided based upon the user groups (high volume users, moderate users, etc.) of the solution.
RESPONSE:
10. Provide sample end user training materials that potentially will be a deliverable for this project.
RESPONSE:
11. Describe sizing and management of overall training logistics (e.g., identify training facility requirements and availability, create training schedules, communicate training dates to participants, manage attendance, reproduce training materials, etc.).
RESPONSE:
12. Describe how your organization will develop and refresh data required for the training sessions and environments.
RESPONSE:
13. Describe the documentation that will be provided.
RESPONSE:
14. Describe any tools available to measure the effectiveness of training and productivity.
RESPONSE:
15. Does your proposal include the preparation and customization (based on OWASA's business processes agreed during the implementation) of training materials such as "cheat-sheets", "teaching aids" or "work aides"?
RESPONSE:
16. Do you permit OWASA to videotape proposer-training classes for their own use at no additional cost?
RESPONSE:
17. Describe the amount of on-site training included in your proposed implementation.
RESPONSE:

Section 6.12 PRODUCT SECURITY SERVICES

Product security services focus on the design, development, and testing of security roles for the Core CIS Solution. OWASA requires assistance to set up the security roles and responsibilities.

Provide a response to each question/statement in the space provided underneath each item.

SECURITY SERVICES
1. Describe the process for determining how many roles should be created in the system with what access.
RESPONSE:
2. Describe your approach to building security roles in the system (Bottoms Up vs. Top Down).
RESPONSE:
3. Describe the approach and activities regarding how the project will identify, develop/configure, and test system security and security roles.
RESPONSE:

Section 6.13 PRODUCT ACCEPTANCE

Product acceptance services focus on planning and executing user acceptance of the system, the planning and execution of several dress rehearsals, operational readiness, and planning for cutover. This includes the following activities:

a) **User Acceptance.** A user acceptance test of the Core CIS Solution is conducted once the mutually agreed to exit criteria for testing have been met.
b) **Cutover Planning**. A detailed work plan and schedule covering the go-live weekend will be developed. This plan/schedule identifies the business and technical activities which must occur prior to, during, and post cutover. In addition, the plan specifies the staffing required to perform all cutover activities.
c) **Dress Rehearsals**. The Solution Integrator will perform a number of dress rehearsals to exercise the go-live plan/schedule. These rehearsals typically are conducted over a weekend to emulate the production cutover weekend. The Solution Integrator may recommend the number of rehearsals they deem appropriate.

Provide a response to each question/statement in the space provided underneath each item.

PRODUCT ACCEPTANCE SERVICES
1. Describe your approach to production cutover including methodology, processes and associated deliverables.
RESPONSE:
2. Describe the process and associated criteria typically used to identify if the system is ready for production cutover.
RESPONSE:
3. Describe the go-live work plan and what a typical production cutover schedule looks like.
RESPONSE:
4. When in the project plan does the planning for Cutover begin?
RESPONSE:
5. Describe the dress rehearsal process. Describe how many dress rehearsals will be conducted prior to production cutover.
RESPONSE:
6. Describe the activities and criteria required to ensure that the staff responsible for managing the application have been trained, knowledge transfer has occurred, and this function is ready to accept application support responsibility.
RESPONSE:
7. Describe any manual data conversion activities anticipated during production cutover, and immediately following production cutover.
RESPONSE:
8. Does the SI recommend tools to assist Data Center Operations for replication, configuration and code migration?
RESPONSE:
9. Please include any other relevant information related to Production Acceptance Services
RESPONSE:

Section 6.14 PRODUCT TRANSITION SERVICES

Transition services focus on ensuring a smooth transition from the development project to production operation and ongoing support of the Core CIS Solution. This includes the following activities:

a) **Transition Planning.** This activity focuses on planning the transition period, identifying transition activities, resources, responsibilities, etc.
b) **Knowledge Transfer.** This activity is a series of activities to transfer knowledge regarding aspects of the Core CIS Solution from the Solution Integrator to the production team who will ultimately be operating and supporting the Core CIS Solution.
c) **Operational Readiness**. This activity involves an assessment of the production environment including: infrastructure, network, desktop, database, environments, application, staff, etc., are ready to accept the Core CIS Solution from development and commission it into a production operating environment.
d) **Information Technology Services Transition.** Ensure the staff responsible for managing the application have been trained, knowledge transfer has occurred, and this function is ready to accept application support responsibility from the development team.

Provide a response to each question/statement in the space provided underneath each item.

PRODUCT TRANSITION SERVICES
1. Describe your approach to product transition including methodology, processes and associated deliverables.
RESPONSE:
2. Describe the process and associated criteria typically used to identify if OWASA is ready to take ownership of the product.
RESPONSE:
3. Please include any other relevant information related to Product Transition.
RESPONSE:

Section 6.15 STABILIZATION

Product stabilization services focus on cutover from the legacy CIS system to the Core CIS Solution and subsequent work to stabilize the Core CIS Solution in the production environment. This includes the following activities:

a) **Product Stabilization.** A stabilization period of six months is anticipated. During this stabilization period, the Core CIS Solution is in production operation. The Solution Integrator is focused on fixing production problems and working to ensure performance requirements are being met.

Provide a response to each question/statement in the space provided underneath each item.

POST IMPLEMENTATION SUPPORT
1. Describe the plan for immediate production critical support activities, timeframe, staffing, etc. during the stabilization period to address system defects and issues.
RESPONSE:
2. Describe the plan to follow-up on any tasks which were postponed until after production cutover.
RESPONSE:
3. Describe any services associated with decommissioning the legacy systems.
RESPONSE:

Section 6.16 Other Project Related Services

Provide a response to each question/statement in the space provided underneath each item.

OTHER PROJECT RELATED SERVICES
1. Include details on any other services that are included in your proposed costs that are not detailed above.
RESPONSE:
2. Include details on any other services that you would recommend that are not included in your proposed costs.
RESPONSE:

Section 6.17 Solution Integrator Managed Services

OWASA is interested in understanding the Solution Integrator's ability to offer managed services for long term support after the final solution acceptance.

Provide:

MANAGES SERVICES
1. If proposed, description of the Managed Services that are included as part of your hosting proposal (e.g., application of patches, DBA services, etc.).
RESPONSE:
2. Description of the various optional Managed Services offerings available from the Solution Implementor.
RESPONSE:
3. Minimum and standard term durations for your offering(s). Costs of the various offering(s) should be included in pricing spreadsheet.
RESPONSE:
4. Staff location(s) for the various Managed Services offerings.
RESPONSE:

Section 6.18 On-Site Facility Requirements (Optional)

Please provide estimates of your project team facility and equipment requirements:

ON-SITE FACILITIES
1. Number of guest work spaces.
RESPONSE:
2. Any OWASA supplied hardware or software (e.g., computers, printers, copiers, etc.).
RESPONSE:
3. Other (e.g., whiteboards, flip charts, etc.).
RESPONSE:

TRAINING FACILITIES
1. Any audio/visual equipment requirements.
RESPONSE:
2. Any OWASA supplied hardware or software (e.g., computers, printers, copiers, etc.).
RESPONSE:
3. Other (e.g., whiteboards, flip charts, etc.).
RESPONSE:

SECTION 7. HARDWARE/SOFTWARE

Section 7.1 REQUIRED PROJECT ENVIRONMENTS

OWASA has implemented an on-premises solution but desires a hosted solution. As a part of the implementation project, a number of environments will need to be leveraged. Please provide your recommendation in the table below for the environment configuration.

Complete the following table in accordance with the Notes below. Each row in the table should describe the type of environment required by its purpose.

Environment	Purpose & Content	Application	On-premises	Hosted	Required After Live

Notes:

Environment: *Short name describing the environment (e.g., Development, UAT, Production, etc.). If multiple copies of an environment are required, it should be noted here as separate environments (e.g., UAT1, UAT2, etc.).*

Purpose & Content: *Brief description of the usage and content of the environment. If the environment requires a full copy of all converted data (or a copy of the production database) it should be noted here.*

Application: *System(s) included in the environment.*

On-premises: *Indicate if the proposed environment is to be deployed at OWASA. If "Yes", fill out the "Hardware and Software Requirements" below for each environment.*

Hosted: *Indicate if the proposed environment is to be deployed at a hosted location. If "Yes", fill out the "Hosted Environment Checklist" below.*

Required After Live: *Indicate if you recommend that the environment be retained following the completion of the implementation.*

Section 7.2 HOSTED ENVIRONMENT CHECKLIST

Complete the following for **each component** of the solution that is proposed in a hosted environment (PaaS, SaaS, etc.).

COMPONENT:	Yes/No	COMMENTS
PII Information		
Is all Personally Identifiable Information ("PII") identified and secured?		
Data		

COMPONENT:	Yes/No	COMMENTS
Does OWASA own the data?		
Upon termination of the agreement, does OWASA still have the right to use the data? For how long?		
Does OWASA have a method to extract the data for local storage/use?		
Does the proposed solution provide the tools or a method for OWASA to extract data for local use?		
Does it also provide for a method to obtain the data for moving to a new vendor? The method should include a way to relate the data more than just a .CSV or spreadsheet such as the data dictionary and schema.		
Is all data on the remote system encrypted?		
Renewal / Termination		
Does the Service agreement have a renewal period? Please describe the options.		
Upon termination, the provider must provide all OWASA data in a usable format including:		
> Schema?		
> Data Dictionary?		
> Any customized queries and views?		
Upon termination of the agreement, does the provider delete all of the OWASA information from their system?		
Connectivity		
Are all communications to the remote provider encrypted?		
Is a Secure Socket Layer (“SSL”) certificate used to encrypt the connection to the remote provider?		
Does the remote system connect to the OWASA User ID System so users can be authenticated with their OWASA User ID and password and disabled globally (Active Directory locally or Azure)?		
Does it provide a federated ID management system (e.g., in a predefined workflow)?		
System Recovery		
Does remote system provide for multiple backups or checkpoints of OWASA data?		
Does the remote provider have the ability to recover corrupted data even if the corrupted data is not discovered immediately?		
Are escalation procedures for access or trouble response clearly defined? Please describe.		
Are the escalation procedures for access or system issues clearly defined with penalties and remedies? Please describe.		
Are the requirements for restoration of service clearly defined?		
Does the provider have a disaster recovery system that will be up and available immediately? Describe the disaster recovery plan.		

COMPONENT:	Yes/No	COMMENTS
System Architecture		
Are the Application Programming Interfaces ("APIs") clearly defined?		
Is the Software Architecture Multi-Tenant? Describe how is OWASA's data secured from other tenants/clients.		
Define what services are included in the hosting fee that will be provided.		
SLAs		
Does the proposal include an expected downtime SLA? Define.		
Does the proposal include the penalties for downtime outside of the SLA? Define.		
Does the proposal include the mean time to repair and mean time to respond? Define.		
Does the proposal include the SLA per level of users (VIP, etc.)? Describe.		
Does the proposal include the escalation process? Describe.		
Data Center		
Please specify location of the datacenter(s).		
Integration		
Does the solution include pre-configured services for integration? Provide list.		
Are the above web services?		

Section 7.3 CLIENT WORKSTATIONS (INDEPENDENT OF DEPLOYMENT METHOD)

Based on OWASA's size, complexity and the assumptions stated above, describe the recommended hardware/software configuration for Client workstations.

CLIENT WORKSTATIONS
1. Describe your compatibility with desktop virtualization and what vendors are supported.
RESPONSE:
2. Processor type: Intel, Other (specify).
RESPONSE:
3. Processor/GHZ, type, number of CPUs and Core's.
RESPONSE:
4. RAM capacity needed for application execution.
RESPONSE:
5. The details of any other hardware requirements required for the operation of your proposed solution.
RESPONSE:

CLIENT WORKSTATIONS
6. Operating System and minimum version. List all compatible (e.g., Windows 7, Windows 8, Windows 10).
RESPONSE:
7. Any other software requirements required for the operation of your proposed solution.
RESPONSE:
8. The software required for the client workstation.
RESPONSE:
9. Other Software requirements, including your recommended desktop software requirements (e.g. Microsoft Office 2016, 365).
RESPONSE:
10. Please list which anti-virus programs your solution is compatible with.
RESPONSE:
11. The changes required to the existing Client control files. Provide examples if possible.
RESPONSE:

Section 7.4 OTHER CONSIDERATIONS (INDEPENDENT OF DEPLOYMENT METHOD)

Provide:

OTHER CONSIDERATIONS
1. Network Protocols Supported/Required (e.g. IPv4, IPv6).
RESPONSE:
2. Required network speeds and bandwidth.
RESPONSE:
3. Describe your access requirements to the OWASA network during the project and post go-live (stabilization, etc.).
RESPONSE:
4. Your solution's support of server virtualization.
RESPONSE:
5. Your solution's support of a clustered configuration.
RESPONSE:
6. Verification that your solution uses a browser-based frontend. Describe your client/workstation technology, specifically HTML5 support, and the needs for any plugins.
RESPONSE:
7. Verification that the system will be available 24 hours per day, seven days per week for update and inquiry.
RESPONSE:
8. Verification of Performance and Scalability. Include a description of your system's typical on-line transaction response times.
RESPONSE:
9. A description of how your solution will allow OWASA to perform inquiries and do reporting without affecting the performance of the system.

OTHER CONSIDERATIONS
RESPONSE:
10. An explanation of full backup procedures.
RESPONSE:
11. Describe your solution's archiving/purge/restore procedures and capabilities.
RESPONSE:
12. What programming language(s) is your solution written in?
RESPONSE:

SECTION 8. TECHNICAL REQUIREMENTS

Section 8.1 RESPONSE REQUIREMENTS

Responses to technical requirements should be as they pertain to the proposed version of the solution or system that is in production use in an environment that is comparable to OWASA as of the proposal due date.

For each technical requirement in the Technical Requirements Microsoft Excel spreadsheet document, complete the "Vendor Response" field by choosing a response code that closely corresponds to one of the descriptions below. Failure to submit this spreadsheet will result in the Proposer being deemed non-responsive. Any unanswered questions will be considered a "D" response for evaluation purposes.

Response Code	Description
A	This requirement currently exists in the proposed baseline version of the solution. Use an "A" response if the requirement if fully covered by the baseline product.
B	This requirement is not fully covered by the baseline product but does partially cover the requirement without use of any enhancements, extensions, or modification. Use a "B" response for any requirement that is partially supported by the baseline product.
C	This requirement is not currently available in the baseline product but can be provided as an enhancement or as an extension or modification at no additional cost. Use a "C" response for any requirement that would not have an additional cost associated with the response. If a Proposer uses this response code, a corresponding reference should be made to that requirement from the completed Functional Requirement Section included in the Proposer's proposal.
D	This requirement is not currently available in the baseline product but can be provided as an enhancement or as an extension or modification with an additional cost. Use a "D" response for any requirement that would have an additional cost associated with the response. If a Proposer uses this response code, a corresponding reference should be made to that requirement from the completed Functional Requirement and Cost Section included in the Proposer's proposal.
E	This requirement is not included in the proposed baseline version of the solution. Use an "E" response for any requirement that is not supported by the baseline product and cannot be covered by additional enhancements, extensions, or modifications.
F	This requirement does not currently exist in the baseline product but can be supported by a third-party solution. If a Proposer uses this response code, a corresponding reference should be made to that requirement in the completed Functional Requirement and Cost Section included in the Proposer's proposal. Use an "F" response if the requirement is only supported by a third-party solution.

G	This requirement is not currently supported in the proposed baseline solution but will be supported in a future release of the product. Use a "G" response if the requirement if not currently covered but will be supported by a future release.

The Proposer is to provide an explanation for each functional requirement that the Proposer feels has restrictions, limitations or needs clarification. Further, the Proposer is to provide a brief explanation of each enhancement or modification and reference the item number. Please feel free to use separate sheets for explanations and simply indicate in the "Reference" column a Reference Item Number corresponding to the item on your additional sheet(s) so that it can be easily found during scoring. Any modifications should also be reflected in the project plan timeline as requested in Section 6.3 Implementation Timeline.

For definition of terms used in the spreadsheet, refer to Exhibit 1. Glossary of Terms & Acronyms.

NOTE: This Section is provided as a Microsoft Excel Spreadsheet ("OWASA_RFP_SECTION_8_FUNCTIONAL _RESPONSE.xls"). Your proposal must include an electronic version of this Section's response in *EXACTLY* the same format as distributed. The electronic version should include the completed spreadsheet, saved in unprotected and editable Microsoft Excel 2010 or later format. Refer to Proposal Contents TAB 7: Functional Requirements Response (included in Microsoft Excel spreadsheet) for file naming conventions.

IT IS NOT NECESSARY TO RETURN THE DETAIL RESPONSE TO THIS SECTION IN THE PRINTED COPIES OF YOUR PROPOSAL.

PLEASE REFERENCE THE RETURNED SPREADSHEET'S NAME IN THIS SECTION OF THE PRINTED COPIES.

SECTION 9. COST SECTION

Section 9.1 IMPORTANT PROCEDURAL INSTRUCTIONS

This section should be submitted once by all proposers and twice by the finalists: 1) once with the initial RFP response by all proposers, and 2) revised and submitted again after the Fact-Finding Weeks by only the selected finalists. The second submittal of this section (revised) shall be due 14 calendar days after the proposer's last Fact-Finding day (described below). In addition to the cost information below each Finalist shall submit a draft Project Plan and a draft Statement of Work as a part of their second submittal of the Cost Section 9.

Important instructions for the completion of this Section:

- All prices quoted in this proposal must be a fixed price.
- The proposer may include any additional price sheets or pricing information as deemed necessary to fully inform OWASA of all costs and options associated with the Project.
- The fixed costs listed for interfaces, modifications, and reports should reflect the full, incremental impact to the project (not simply the cost of development).
- All technical requirements with a response entered as "D" shall have a corresponding reference and associated itemized cost listed in the "**One-Time Costs**" tab of the pricing sheet.
- All technical requirements with a response entered as "F" shall have a corresponding reference and associated itemized cost listed in the "**Recurring Costs**" tab of the pricing sheet.
- OWASA, at its sole discretion, may elect to add additional features or remove requested features prior to finalizing costs during contract negotiations.
- OWASA will require the proposer to submit a brief statement of understanding for each modification and interface with their final costs.

NOTE: This Section is provided as a Microsoft Excel Spreadsheet ("OWASA_RFP_SECTION_9_COST_PROPOSAL.xls"). Your proposal must include an electronic version of this Section's response in *EXACTLY* the same format as distributed. The electronic version should include the completed spreadsheet, saved in unprotected and editable Microsoft Excel 2010 or later format.

Note: It is the proposer's responsibility to not just rely on the embedded formulas, but to ensure all summarized and detailed data that is presented accurately represents the full proposed costs of the project.

DO NOT RETURN THE DETAIL RESPONSE TO THIS SECTION IN THE PRINTED COPIES OF YOUR PROPOSAL.

PLEASE ONLY REFERENCE THE RETURNED SPREADSHEET'S NAME IN THIS SECTION OF THE PRINTED COPIES.

Section 9.2 PRICING SPREADSHEET: ONE-TIME PROJECT COST

The "**One-Time Costs**" tab of the pricing spreadsheet refers to any and all professional services, including project management, training and testing, data conversion, software configuration and travel, that will be utilized during the implementation of the CIS solution. The proposer is to include any other one-time costs on this tab if they are not already outlined in the pricing sheet.

It is the proposer's responsibility to confirm this summary accurately represents the detail costs being proposed.

Section 9.3 PRICING SPREADSHEET: **RECURRING COSTS**

The "**Recurring Costs"** tab of the pricing spreadsheet refers to the annual subscription/licensing costs, as well as any and all maintenance-related costs should those be applicable, over the next ten years. Other details, such as any anticipated upgrade costs, disaster recovery costs, and other in-scope related details will be priced out on this tab. These other items will be priced out by expected five year and ten year costs.

It is the proposer's responsibility to confirm this summary accurately represents the detail costs being proposed.

Section 9.4 PRICING SPREADSHEET: **OPTIONAL COSTS**

The "**Optional Costs**" tab of the pricing sheet refers to any offering of managed services provided by the solution provider, or any other proposed module or enhancement that is not listed in the Functional Requirements document. Any additional module costs must be broken down by recurring subscription cost and any associated implementation costs.

It is the proposer's responsibility to confirm this summary accurately represents the detail costs being proposed.

SECTION 10. PROPOSAL EVALUATION, NEGOTIATION, AND CONTRACT AWARD

The RFP submittals will be evaluated in a three-phase approach:

Phase 1 will address system functionality, service level capabilities, the proposer's company data, and technical requirements;

Phase 2 will focus on demonstrations, reference checks, and client site visits;

Phase 3 will address Final Total Cost and Statement of Work. Only short-listed proposers will be required to submit Final Total Cost and Statement of Work. Thus, the Final Total Cost sections and Statement of Work of only the finalist proposers will be evaluated during Phase #3.

OWASA retains the right to ask for additional information and additional on/off-site demonstrations of software to aid in the final selection. Furthermore, at OWASA's option, a corporate site visit may be conducted at the proposer's corporate office and service center. All OWASA costs associated with the corporate site visits will be paid by OWASA. During this visit, the proposer will be required to provide full financial records for review by a designated representative of OWASA. During this visit, OWASA representatives should have an opportunity to meet with key staff that will be responsible for this project.

Section 10.1 PHASE 1 – EVALUATION OF PROPOSALS

COMPANY DATA & SCOPE OF SERVICES

a) The RFP submittals will be evaluated in this section based on the written response to questions on specific topics.
b) Each Proposer's response to Section 4 thru 7 will be evaluated against the RFP scope.

FUNCTIONAL REQUIREMENTS

a) Proposers will be ranked based on the total score from an evaluation of their responses to the functional checklist in 8.

Section 10.2 PHASE 2 – EVALUATION OF PRESENTATIONS, DEMOS, AND SITE VISITS

OFF/ON-SITE DEMONSTRATION

a) A short list of finalists will be selected to do off-site or on-site demonstrations. All proposers will be advised accordingly.
b) At the solution demonstrations, proposers will be asked to make an oral presentation and provide a demonstration of their proposed solution. The areas of focus for the demonstrations are as follows:
    i. Completeness of Coverage of Proposal Response
    ii. Clarity of Presentation
    iii. Ability to Demonstrate System Functionality
    iv. Verification of Accuracy of Proposal Response

v. Adherence to Presentation Time Schedule

c) The presentation will provide proposers with an opportunity to explain the functional and technical capabilities of their solution(s) and their proposed implementation methodology. Proposers shall also be prepared to answer detailed questions regarding their response to OWASA's RFP and should allow reasonable time in their presentations to accommodate this interaction. All demonstrations must be presented by staff that are familiar with the subject areas described in the Demonstration Agenda that will be furnished by OWASA to the Finalists qualifying for this Phase.

d) This presentation will be conducted in Carrboro, NC. or online. Refer to RFP Section 2.6 Schedule above, for the dates scheduled for proposer's presentation to OWASA. The time periods for the demonstrations are fixed and all qualifying proposers will be provided the same Demonstration Agenda. A random drawing will assign the proposer's specific time period.

REFERENCE CHECKS AND CLIENT SITE VISITS

a) Up to three customers from the proposer's customer list will be contacted for a reference check. Each site will be asked a number of predetermined questions.

b) Additionally, the finalists will be required to update the list of all current users of their products and indicate which users have functional requirements, transaction levels, services, and organization size similar to OWASA. OWASA will select the preferred site and shall be responsible for coordinating the site visit. All OWASA costs associated with the client site visits will be paid by OWASA. During this visit, OWASA representatives should have an opportunity to meet with the customer's key users, CIS project manager and team, and technology department representatives, independent of the proposer. No proposer representatives will be present during the site visits.

Section 10.3 PHASE 3 – EVALUATION OF COST SECTION AND STATEMENT OF WORK

a) An informational meeting with duration of up to one-week, referred to as the Fact-Finding Week, will be held for finalists. The purpose of this weeklong session is to provide the proposer an opportunity to view OWASA's existing systems, processes and procedures, and gather all of the necessary information, details and clarifications that will assist the proposer in the preparation and finalization of their BAFO. OWASA can conduct a tour of the Customer Service department if needed. Based on the proposer's own request and agenda for the week, OWASA staff will be available as needed during the week for each finalist in order to answer questions and provide clarification concerning OWASA's requirements. It is up to each finalist to determine how they would like to spend the week and submit an agenda two weeks prior if they want an onsite visit.

b) Each finalist's Final Total Cost proposal including the associated Statement of Work and Project Plan (i.e., proposer's response to Section 9 Cost SectionSection 9 of this RFP) will be due 14 calendar days from the last day of their Fact-Finding Week.

Section 10.4 DISQUALIFICATION OF PROPOSERS

a) If there is reason to believe that collusion exists among proposers, none of the participants in such collusion will be considered.

b) No Proposal shall be received from, or contract awarded to, any OWASA or City employee or official who may have any direct or indirect interest in such submitted Proposal or contract.

Section 10.5 QUALIFICATION OF PROPOSERS

a) OWASA will carefully consider the proposer's qualifications, proposed financial consideration, experience, financial responsibility proposed scope of services, and timeline in evaluating each Proposal. In OWASA's evaluation, the Proposal as a whole may bear more weight than the individual parts of the Proposal.
b) Following OWASA's review of the submitted proposals and finalist demonstrations, OWASA may select one or more proposers with which to negotiate. OWASA shall notify proposer(s) of selection for negotiations. The date that the proposer's receipt of the notification is confirmed by OWASA, is referred to herein as the "Notification Date."

General Reservation of Rights

a) This RFP and the process it describes are for the sole and exclusive benefit of OWASA. No other party, including any respondent to this RFP or future proposer to any RFP which may be issued by OWASA, is intended to be granted any rights hereunder.
b) OWASA reserves the right to reject as informal or non-responsive any Proposal that, in OWASA's sole judgment, is incomplete, is not in conformity with applicable law, is not responsive to this RFP, or contains ambiguities or services not called for by this RFP.
c) Without limiting the generality of any other provision of this RFP, OWASA reserves the right, at any time prior to execution of an agreement with the successful proposer, to exercise all or any of the following rights and options, which rights and options OWASA may exercise to the extent that OWASA, in its sole discretion, deems to be in its best interests:
    i. To request additional or supplemental information (including but not limited to information inadvertently omitted by any proposer in response to this RFP) from any or all proposers;
    ii. To accept or reject, at any time prior to its execution of an agreement, any or all Proposals or any part thereof submitted in connection with this RFP;
    iii. To accept or reject any or all of the items in any Proposal and award the contract in whole or in part if it is deemed in OWASA's best interest to do so;
    iv. To waive any informality, defect, non-responsiveness, or derivation from this RFP that is not, in OWASA's sole judgment, material to the Proposal;
    v. To negotiate unacceptable provisions incorporated within an otherwise acceptable Proposal submitted in response to this RFP;
    vi. To reject without evaluation any Proposal that is incomplete, unclear, conditional, or which contains irregularities of any kind;
    vii. To reject any Proposal that in the sole discretion of OWASA is not in the best interest of OWASA;
    viii. To re-issue this RFP without change or modification;
    ix. To issue a subsequent RFP for this project with terms and conditions that are substantially different from the terms and conditions set forth in this RFP;
    x. To cancel this RFP with or without issuing another RFP;
    xi. To supplement, amend, substitute, or otherwise modify this RFP at any time prior to execution of a final agreement with a proposer;
    xii. To reject the Proposal of a proposer that, in OWASA's sole judgment, has been delinquent or unfaithful in the performance of any contract with OWASA, or is financially or technically incapable of performing the services required in this RFP, or is otherwise not a responsible proposer;
    xiii. To permit or reject, at OWASA's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of Proposals by some or all of the proposers following Proposal submission;

xiv. To request that some or all of the proposers modify Proposals or provide additional information following evaluation by OWASA;
xv. To conduct such investigations as OWASA considers appropriate with respect to the qualifications of any proposer and/or any information contained in any Proposal;
xvi. To request clarifications of any unclear Proposal;
xvii. To negotiate simultaneously, or otherwise, with one or more proposers;
xviii. To discontinue and resume negotiations with one or more proposers;
xix. To rescind its rejection of any Proposal(s) and negotiate (or resume negotiations) with a previously rejected proposer;
xx. To not proceed with the process described in this RFP, or to change any time schedules set forth herein;
xxi. To not enter into an agreement pursuant to this RFP.

d) OWASA intends to enter into contract negotiations with the selected proposer. However, OWASA reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. OWASA reserves the right to negotiate acceptable terms in an otherwise unacceptable Proposal. Such negotiations may result in changes to material terms of this RFP; in such event, OWASA shall be obligated to inform other proposers of the changes, or permit them to revise their Proposals accordingly, unless OWASA, in its sole discretion, determines that doing so and permitting such is not in OWASA's best interest. Should negotiations not prove satisfactory with the recommended proposer(s), OWASA reserves the right to discontinue negotiations with the recommended proposer(s) and additional firms may be asked to enter into negotiations or OWASA may solicit new Proposals or issue a new Request for Proposals.

Section 10.6 AWARD

a) OWASA intends to award the agreement to the proposer whose Proposal best satisfies the scope of services described above and is otherwise in the best interest of OWASA. The determination of award shall be made by OWASA, in its sole discretion, which decision shall be final. OWASA may employ such analysis techniques and professional consultants for Proposal evaluation as it deems necessary. OWASA may request submission of additional information to assist it in evaluating a Proposal, and the proposer shall cooperate fully with such request. The contract resulting from this RFP will be awarded to the qualified proposer whose Proposal OWASA believes will be the most advantageous to OWASA. OWASA may condition an award on the successful proposer's agreement to such terms and conditions as required by OWASA including, but not limited to, OWASA's indemnification.

Section 10.7 WARRANTIES OF PROPOSER

The proposer's Proposal has been completed to the best of the Proposer's ability, and the proposer swears that all information contained herein is true, correct and complete to the best of the proposer's knowledge, information and belief.

By submission of this Proposal, the proposer acknowledges that OWASA has the right to make any inquiry or investigation it deems appropriate to substantiate or supplement information contained in the Proposal, and proposer authorizes the release to OWASA of any and all information sought in such inquiry or investigation.

The proposer declares by the submission of this Proposal that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the Proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham Proposal, and has not directly or indirectly colluded or agreed with any proposer or anyone else to put in a sham Proposal or to refrain from proposing; that the proposer has not directly or indirectly sought by agreement or communication to secure any advantage against OWASA; anyone interested in the Proposal as principal are named within the Proposal; that all statements contained in the Proposal are true; that the proposer has not directly or indirectly divulged information or data relative to the proposer's Proposal to any other person, partnership, corporation, or association, except to such person or persons as have a direct financial interest in the proposer's general business.

EXHIBIT 1. GLOSSARY OF TERMS & ACRONYMS

Glossary	Definitions
Account Classification	A code or designation identifying the type of utility account (e.g., Large Commercial, Small Family Residential, Government, Developer, etc.).
ACD	Automatic Call Distributor
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
Add-on Meter	An additional meter at a location. Consumption from this meter is added to consumption measured on another at the same premises for the purposes of determining total consumption.
Alternate Customer Names	Alias names, aka, or new married/divorced names.
AMI	Advanced Metering Infrastructure
A/P or AP	Accounts Payable
API	Application Programming Interface
ArcGIS	ESRI's geographic information system for working with maps and geographic information
BAFO	Proposer prepared "Best and Final Offer"
Billing & Payment Services	Collective term used throughout this RFP to refer to Document composition, fulfillment, mailing, processing of payments from web, phone and mail services.
Billing & Payment Services Vendor	Vendor responsible for the provision of Billing & Payment Services.
Budget Billing	The practice of averaging the previous 12 months of utility bills (and adding some percentage or amount) to determine the "budget bill" amount that the customer will pay for the next 12 months.
BUI	Browser User Interface
Business Day	7:00am through 5:00pm Eastern Time
CIS	Customer Information System
CIS Legacy System	OWASA's current CIS
CIS Solution	The combination of CIS application and third-party software, implementation services and work products that are provided to the client during the CIS implementation and go-live effort
Connection Fee	A monetary charge to the customer associated with starting a utility service.
Contractor	Synonymous with Prime proposer (or implicitly, any firm subcontracting to the Prime Proposer)
CPU	Central Processing Unit
Credit rating	A customer credit score provided by one of the credit bureaus

Glossary	Definitions
CRP	Customer Responsibility Program (low income debt forgiveness program)
CSR	Customer Service Representative
.CSV	Comma Separated Values file that stores tabular data in plain text
CTI	Computer Telephone Integration
Customer Name	Business or Individual name legally responsible for payment on the utility account
Customer Number	Unique numeric identifier for a customer
DLL	Dynamic-link Library
DR	Disaster Recovery
e-Bill	Electronic copy of a utility bill emailed to the customer
EBPP	Electronic Bill Presentment and Payment
EFT	Electronic Funds Transfer
ERP	Enterprise Resource Planning (OWASA's financial system)
ESRI	An international supplier of geographic information system software, web GIS, and geodatabase management applications
ESRI ArcGIS	ESRI's GIS software application
EST	Eastern Standard Time
FACTA	The Fair and Accurate Credit Transactions Act of 2003
Fact-Finding Week	A week dedicated to meeting with a proposer to answer all their questions prior to their submission of final pricing and Statement of Work (off/onsite allowed)
Final Acceptance	Sign-off by OWASA at the end of Stabilization period tied to release of final payment
Financial Assistance Agencies	Charitable organizations (e.g., churches) that contribute to (pay or partially pay) the utility bills for those with financial hardships
Fire Line	A water line dedicated to providing service to a site's fire protection sprinkler system
FTC	Federal Trade Commission
FTP	File Transfer Protocol
G/L or GL	General Ledger
GIS	Geographic Information System
Guarantor	An additional legally responsible party identified on an account
Holding Account	A transaction account like a clearing account where unidentified payments can be posted for back deposit/accounting purposes while the staff is researching the proper customer account for posting.
HVAC	Heating, ventilation, and air conditioning
IaaS	Infrastructure as a Service

Glossary	Definitions
IIS Server	Internet Information Services is an extensible web server created by Microsoft for use with the Windows NT family
IVR	Interactive Voice Response system
IVR/ACD	Interactive Voice Response / Automatic Call Distributor
LOC	Letter of Credit
Managed Services	In this case, IT services, traditionally provided by the client during Implementation and Post-Implementation that are required to be provided by the Prime Proposer
MDM	Meter Data Management
MDMS	Meter Data Management System
Medical Alert Designation	A customer/service location code or flag used to identify the presence of life support equipment
MICR	Magnetic Ink Character Recognition
Miscellaneous Assessment	A one-time or reoccurring charge related to a utility service
MS	Microsoft
N/A	Not Applicable
NSF	Non-Sufficient Funds
OCM	Organizational Change Management
OCR	Optical Character Recognition
Old Legacy System Account Number	The utility customer account number currently being used by OWASA's current utility billing system
PaaS	Platform as a Service
PCI DSS	Payment Card Industry Data Security Standard
OWASA	Orange Water and Sewer Authority
PII	Personally Identifiable Information
PIN	Personal Identification Number
PL	Procedural Language
POR	Purchase of Revenues
Premises	A building/location where utility services are provided.
Premises Type	For example; single family, duplex, apartment, etc.
Prime Proposer	Proposer to this RFP, responsible for all content of the response including contributions from subcontractors, Product Proposer, etc.
Product Proposer	Proposer responsible for the provision of CIS application software. May be the Prime proposer or a subcontractor to the Prime Proposer.
RAM	Random Access Memory is a form of computer data storage that stores data and machine code currently being used.

Glossary	Definitions
R&D	Research and development
Reclaimed Water	Non-potable water primarily used for irrigation purposes
Returned Item	A payment (check, debit draft or autopay credit card) that has been refused by the financial institution
Returned Item Fee	The fee to be charged to the customer's account when a returned item occurs
RFP	Request for Proposals
SaaS (Software as a Service)	Service delivery model where application software is provided and paid for as a service delivered through the internet based on a subscription or pay-as-you-go arrangement.
Service Address	The physical address where utility service is provided
Service Location	The physical location where the utility service exists at the service address. One service address may have more than one service locations.
Service Order	A work order requiring some action for one or more utility services
Service Type	For example: domestic water, etc.
SI	Solution Integrator
SLA	Service Level Agreement
SME	Subject Matter Expert
SMS	Short Message Service (Text)
Special Information Flags	Codes or Flags used to indicate particular information to a user (e.g., Cash Only, Bad Dog, Prior theft/tampering, etc.)
SQL	A domain-specific language used in programming and designed for managing data held in a relational database management system, or for stream processing in a relational data stream management system.
SSIS	SQL Server Integration Services, a Microsoft platform for data integration and workflow applications
SSL	Secure Sockets Layer, a standard security technology for establishing an encrypted link between a web server and a browser. This link ensures that all data passed between the web server and browsers remain private and integral.
SSN	Social Security Number
SSRS (MSSQL SSRS)	SQL Server Reporting Services, a Microsoft server-based report generating software system
TBD	To Be Determined
TCP/IP	Transmission Control Protocol and Internet Protocol The conceptual model and set of communications protocols used on the Internet and similar computer networks
Temporary Meters	Meters provided to a customer or a service location and used for a short time or a temporary purpose
Transaction ID	A unique numeric/alphanumeric identifier (primary key) for tracking a particular transaction
UAT	User Acceptance Testing

Glossary	Definitions
VM	Virtual Machine
WAM	Work and Asset Management
Web Service	A method of interfacing whereby an interface can be exposed via the world wide web
Workstation ID	Unique identifier associated with CIS transactions that allows one to track what workstation performed a particular transaction
XML	Extensible Markup Language (“XML”) is a markup language that defines a set of rules for encoding documents in a format that is both human-readable and machine-readable.

EXHIBIT 2. RATES AND FEES

Go to OWASA web site for details:

https://www.owasa.org/wp-content/uploads/2021/07/2021-Details-of-Rates.pdf

EXHIBIT 3. EXAMPLE BILL FORMATS

Current bill formats are provided as examples only. The bill format for the implementation of the selected solution will be based on the OWASA bill redesign project currently underway.

See Attachment: **OWASA_RFP_EXHIBIT_3_BILL_SAMPLES.pdf**