



WCG | WHITLOCK CONSULTING GROUP

City of Clearwater

RFP #20-24

Cayenta UMS Database & Report Migration Services

February 21, 2024



Contents

TAB 1 – Letter of Transmittal.....	3
TAB 2 – Quality/Range of Experience and Services.....	4
TAB 3 – Program Description and Method of Approach	14
TAB 4 – References.....	21
TAB 5 – Cost of Services and Schedule.....	23
TAB 6 – Long-Term Support and Maintenance Options	25
TAB 7 – Other Forms	26

TAB 1 – Letter of Transmittal

City of Clearwater

Attn: Procurement Division

100 S Myrtle Ave, 3rd Fl, Clearwater FL 33756-5520

Whitlock Consulting Group, LLC (DBA: WCG Consulting) is pleased to offer our proposal to the City of Clearwater to provide Cayenta UMS Database and Report Migration Services with the anticipated timeline of May 2024 – April 2025.

WCG is highly qualified and well-suited to serve the evolving needs of the City as you migrate your CIS database, harness efficiencies of a new reporting system, perform exhaustive testing to ensure a like-for-like upgrade, and enhance existing business processes.

WCG employs senior-level industry leaders who have diverse and pertinent experience working as utility leaders, CIS and report end-users, software developers, report developers, system integrators, and now as technology management consultants. Our consultants have a wide variety of utility business, software vendor, and information technology experience and possess the ability to lead and the drive to achieve results for our clients.

WCG's proposed team consists of Dustin Keith (Project Manager), Sarah Warth (Business Analyst), Matt Barton (Technical Advisor), and Frances Nordin (Report Writer). This proposed team is made up of prior Cayenta end-users, a former utility CIO who led his utility through a very similar migration, and a previous Cayenta employee who worked in BI and developed reporting and analytic tools for a multitude of Cayenta customers. Therefore, we bring deep Cayenta-specific configuration and process expertise, a full understanding of technical environment best practices, and a proven approach for providing project management and guidance, facilitating discovery, eliciting and documenting requirements, and managing testing, training, and change management.

WCG has developed a diverse client base of utilities varying in size (50k-750k accounts), services offered, business requirements, strategic initiatives, and culture. We take pride in our work and reputation, which is reflected in being 100% referenceable by our clients.

As WCG's Founding Partner, I have reviewed the solicitation and addenda and am authorized to negotiate and execute contracts, representing WCG as the primary contact regarding this proposal. I look forward to the City's evaluation of our experience, project approach, references, and personnel. Please do not hesitate to contact me with questions or for additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Whitlock', is written over a light blue horizontal line.

Michael Whitlock, Founding Partner

WCG Consulting | www.wcg-consulting.com

TAB 2 – Quality/Range of Experience and Services

1. A statement of qualifications, abilities, experience, and expertise in providing the requested services.

a. A description of what qualifies your company, financial and otherwise, to provide the City with these services for the required period of time, provide appropriate staffing, provide necessary resources and show a history of demonstrated competence.

Whitlock Consulting Group (WCG) was founded in 2013 in response to the industry’s need for a higher value-add consulting and advisory service firm that focuses on identifying, measuring, and delivering operational improvements and customer enhancements. WCG has been utility focused since our inception, providing a full-service offering including client advisory, software selection, implementation assistance, project management, change management, and process engineering. We have worked as technical consultants assessing, selecting, implementing, and supporting various systems, including but not limited to Customer Information System (CIS), Customer Self-Service (CSS), Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), Financial Information System (FIS), Human Capital Management (HCM), Payroll, Time Keeping, Asset Management, Meter Data Management (MDM), and Mobile Work Management (MWM).

Our expertise has been built through providing consulting and advisory services for needs assessment / gap analysis, software selection and RFP leadership, implementation and upgrade assistance, project management / project quality assurance, organizational change management (including testing and training management), and process engineering, all with an eye toward continuous improvement. These projects are specifically molded around each client’s core processes, needs, business objectives, and strategic vision, enabling those clients to be intentional and strategic in their path forward. We apply decades of industry and software experience to identify and deliver optimal, client-specific solutions.

WCG’s client engagements stretch across North America and range in size from \$27 million to \$3.4 billion in annual revenue with populations ranging from 20,000 to 2.4 million. Our utility clients span municipalities, public utilities, investor-owned utilities, private boards, and co-operatives and cover all utility services—water, wastewater, stormwater, solid waste, gas, electric, and telecom/broadband. In particular, 22 of our last 27 clients are mid-market water utilities.



While WCG’s client experience is diverse in terms of size, service territory, services offered, technology / system environment, business requirements, strategic initiatives, and culture, one consistency is that each of our clients is 100% referenceable. WCG enables our clients to work smarter and interact with their customers more effectively. We develop strong relationships with our clients to understand their strategies, current challenges, and future initiatives. This relationship allows us to fully discern our client’s needs and operational requirements and consequently anticipate the appropriate aptitude and allocation of resources and responsibilities.

Our company has developed a niche in the industry as a valued partner of utilities seeking to evaluate their current processes and systems, apply industry best practices, improve internal process efficiency, and enhance the end-user experience. These improvements are implemented by driving organizational alignment, optimizing business processes, identifying digital transformation opportunities, and ensuring the successful delivery of new technologies / systems.

The following table represents WCG’s most recent and relevant project experience, including the extent of services we provided for each client.

WCG Client	Water Utility	Needs Assessment & Roadmap	RFP Evaluation & Selection	Implementation Assistance	Project Management	Organizational Change Management	Data Analytics
Anchorage Water & Wastewater Utility	Yes	X	X	X	X		
Burlington Electric Dept.	No		X	X	X	X	
Chugach Electric	No			X	X	X	X
City of Clearwater	Yes	X					
City of Eugene	Yes	X					
City of Guelph	Yes	X					
City of Idaho Falls	Yes	X	X		X	X	
City of Longmont	Yes			X	X	X	
City of Orangeburg – Dept. of Public Utilities	Yes	X	X	X	X	X	
City of Tampa	Yes	X		X	X	X	X
Clay County Utility Authority	Yes					X	
Clayton County Water Authority	Yes				X	X	X
Concord Municipal Light Plant	No	X	X				
Conway Corporation	Yes	X	X				
El Paso Water	Yes				X		
Eugene Water & Electric Board	Yes	X	X	X	X	X	
Fayetteville Public Works Commission	Yes			X	X	X	
Holland Board of Public Works	Yes		X				
Macon Water Authority	Yes			X	X	X	X
Manatee County Utilities Dept.	Yes	X	X	X	X	X	
Mount Pleasant Waterworks	Yes	X	X	X	X	X	
Oakland County	Yes					X	
PNM Resources	No	X		X	X	X	
Rochester Public Utilities	Yes			X	X	X	X
San Antonio Water System	Yes	X		X			X
Seminole County	Yes	X	X	X	X	X	
Vermont Gas	No			X	X	X	

WCG hires industry leaders who have diverse and pertinent experience, including having worked directly for utilities, software companies, system integration companies, and professional service / advisory firms. They bring experience assessing, selecting, implementing, and supporting various systems and range from former executives, business analysts, solution architects, process engineers, and system integrators.

WCG is an employer of choice that attracts and retains high-caliber employees. We are an equal-opportunity employer that values and supports diversity and inclusion. It is our policy to provide equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, genetic information, or any other protected characteristic(s) under applicable law. WCG prides itself in an effective affirmative action program and supports the workforce absent of discrimination among protected characteristics. WCG respects all aspects of the EEOC policy applying to conditions of employment, including recruiting, hiring,

placement, promotion, leaves of absence, compensation, and training. WCG supports employees from different countries by observing international holidays, supporting all FMLA policies including paid parental leave, and is proactive in setting up succession plans to promote employee development.

We have 12 team members and boast 100% employee retention. Employees at WCG represent three generations in the workforce along with other representations of protected classes. 45% of WCG's employees are female as well as 45% of employees represent minority ethnicities. Our team of consulting experts is spread across the United States (Austin, TX; Charleston, SC; Eugene, OR; Lansing, MI; Phoenix, AZ) and Canada (Toronto, ON; Vancouver, BC). Our employees work remotely and travel to their respective client locations based on the client's preferences and project tasks.

WCG consultants have a wide variety of utility business, software vendor, and information technology experience and possess the ability to lead and the drive to achieve results for our clients. As an organization, we are relatively flat in our hierarchal structure, enabling us to be non-siloed and more collaborative in our ideas and our efforts. We strive to utilize those qualities to similarly execute our projects.

b. An assessment of the proposer's abilities to meet and satisfy the needs of the City, taking into consideration the requested services, additional services and/or expertise offered that exceed the requirements, or the vendor's inability to meet some of the requirements of the specifications.

Over the last five years, WCG has worked with nine Cayenta clients, providing a range of services including needs assessments, project management, implementation assistance, upgrade assistance, process improvement, system configuration, administration, report / portal statistic development, testing leadership, and training oversight. Our team includes many Cayenta experts, coming from utilities that utilized Cayenta, working as Cayenta consultants, and even working directly for Cayenta in app con and support roles.

WCG has an extensive network within Cayenta at all levels (app cons to executives) to ask questions, escalate any issues, and ensure the City is receiving the appropriate resource dedication. We also believe in connecting our clients with other Cayenta users to share best practices, discuss approaches to issues, and learn from those in the same shoes as you.

Our proposed Project Manager, Dustin Keith, has a proven successful history as a Project Manager in overseeing the project deliverables, advocating for the client, and acting as a trusted guide for project team members. He will be the primary contact for the City and will engage the necessary team members and vendor contacts as appropriate through a successful database and report migration project. He will work to ensure that the City's best interests remain at the forefront and the project goals are achieved by working closely with the vendor(s), City, and WCG project team. He will also lead all aspects of the statement of work development with Cayenta. Dustin will maintain a detailed project plan and schedule, including the responsible party for each task, and provide open and frequent communication with all project team members and stakeholders. He has a talent for utilizing effective project management concepts, acting proactively to mitigate risks, and reacting positively to changes in project specifications, service problems, and people management at all levels.

Our proposed Business Analyst, Sarah Warth, has an advanced data and reporting skillset, including proficiency in SQL and Cognos Analytics. Prior to joining WCG, she worked in Information Services at Rochester Public Utilities during their Cayenta implementation. In support of the Cayenta

implementation, she collaborated with stakeholders to identify requirements, prioritized reporting needs, and developed over 250 static and dynamic standard reports / portal stats in Cognos Analytics and SQL using billing and revenue, credit and collections, consumption, field services, and customer data. Since joining WCG, she has been involved in six of our nine Cayenta projects, including reporting and testing leadership at the City of Tampa and Clayton County Water Authority. She is equipped to facilitate Discovery sessions to elicit and document business requirements for report development and testing, develop and manage a Quality Assurance and Testing Strategy, develop a Training Plan, and assist with report generation and documentation as needed.

Our proposed Technical Advisor, Matt Barton, is a former CIO of an electric and water utility. While he was there, he initiated and led an Oracle to SQL database migration project. As part of WCG, he has held roles in multiple Cayenta upgrade and implementation projects in both Project Manager and Technical Lead positions, including the City of Tampa and Chugach Electric. He brings a wealth of technical system thought leadership and guidance with industry best practices.

Our proposed Report Writer, Frances Nordin, previously worked for Cayenta as an Application Consultant and Business Analyst where she led requirement and gap analysis, developed documentation and solution designs, and configured application and BI solutions to meet business requirements on near identical projects. She has extensive knowledge in business requirement development, data analysis, SQL development, report generation, quality assurance / testing, process improvement, solution design, and system implementation and integration. As part of the WCG team, she has managed testing during Cayenta UMS upgrades, imparted her knowledge to end users via training sessions, and taken a lead role in scoping and delivering improvement opportunities, including developing database views, portal stats, and analytic tools. As part of this project, she will be available on a T&M basis to partner with Sarah in report generation and documentation.

c. A detailed description of migrating databases with emphasis on Actuate report design, Cognos report design, SQL servers, troubleshooting, etc.

An integral piece for a successful Cayenta UMS database migration from Oracle to SQL Server and report migration from Actuate to Cognos is a close partnership between the City and Cayenta BI developers, which is an area where our Project Manager and Business Analyst will facilitate and provide oversight. As a group, we will need to review and inventory the existing structures and dependencies of every database view, framework model, custom report, portal statistic, system configuration (e.g., Cayenta Report Controls), and integration/interface to determine what and how much will be impacted to identify technical requirements.

On the functional side, we also need to validate and prioritize the existing reports to understand their use. While we want to keep the migration a like-for-like as much as possible for testing/validation purposes, there may be opportunities to improve reporting logic or presentation to streamline reporting and reduce inefficiencies. WCG will facilitate a structured Discovery process to gather business requirements and exhaustive end-to-end test scenarios to ensure Cayenta UMS continues to work as expected across all functional areas and there are no negative downstream effects from the data and report conversion.

The technical and functional requirements will feed into a Statement of Work with Cayenta, including the detailed scope and estimate of effort hours.

2. Identification of senior and technical staff to be assigned to the City. Staff named in the proposal may not be substituted without permission from the City. Resumes, including relevant experience, may be included.

WCG's proposed project team is highly experienced and has a strong capacity to deliver. Nothing distinguishes WCG more than the quality of our consultants and the experience they share. This project will be staffed with individuals who bring successful and proven project and Cayenta experience along with utility software process and procedure expertise to your team. We also believe that a consultant's interpersonal skills need to be equivalent to their process and technical skills. We take considerable pride in this characteristic, as it enables our consultants to effectively integrate with your team, reduce communication barriers, and drive positive change.

The proposed team members are dedicated to the success of the City and will be available as needed for the duration of the project. Our firm guarantees that all project staff will remain committed, consistent, and available, as we believe that resource consistency is integral for maximum project efficiency. We have already tentatively reserved the future bandwidth of those named in this proposal to ensure they will be available as needed during all project tasks.

WCG will remain flexible with the City throughout the project regarding the balance of work completed onsite and work completed remotely. WCG has invested in critical tools, technology, and training that allow for a highly effective approach to working remotely by using video conferencing solutions, online collaboration and productivity tools, adjusting our technique, and providing increased client support. That said, given the nature of this project, we are willing and able to be onsite as much as the City prefers, especially during critical project tasks.

We are proposing the following project team for the City's Cayenta UMS Database and Report Migration project:

- ❖ **Dustin Keith**, Project Manager
- ❖ **Sarah Warth**, Business Analyst
- ❖ **Matt Barton**, Technical Advisor
- ❖ **Frances Nordin**, Report Writer

Relevant benefits provided to the City by employing the above team of experts include:

- ❖ Diversified resources with decades of combined utility experience, including multiple Cayenta implementation and upgrade projects.
- ❖ Project Manager serving as the main point of contact who will provide consistent end-to-end oversight for this project.
- ❖ Experienced business intelligence / data analytics and change management professional with a cross-functional application and process understanding to effectively bridge the gap as a business and technical liaison across all departments and stakeholders.
- ❖ Former CIO of an electric and water utility who supported an Oracle to SQL database migration project in his prior role, along with multiple Cayenta upgrade and implementation projects in both Project Manager and Technical roles since joining WCG.
- ❖ Former Cayenta App Con who has worked on near identical projects and is highly qualified to provide report generation and documentation as needed.

To fulfill the scope of services detailed in the RFP, we propose the following breakdown of responsibilities (lead vs. support):

Scope of Services	Lead		Support	
	Project Manager	Business Analyst	Technical Advisor	Report Writer
a. Manage a project team with approximately twenty (20) participants.	L			
b. Develop and finalize a project scope featuring database and report migration.	L	L	S	
c. Work with Cayenta to develop a statement of work and quote for project services.	L	S		
d. Develop a strategic roadmap of future enhancements not currently within scope of migration project.	L	L		
e. Project management for SQL migration as well as report migration/development.	L			
f. Provide an optimized assessment in developing reports.		L		
g. Provide time and material costs to develop and test reports.		L		L
h. Develop, manage, and execute a detailed project plan and schedule.	L			
i. Develop and manage the test plan, including coordination of testing activities.		L		
j. Coordinate regular and appropriate project status meetings with project team, including documentation of meeting minutes.	L			
k. Produce monthly and ad hoc project status reports.	L			
l. Work with stakeholders to develop and document business processes impacted by database and report upgrades.		L		
m. Provide incident management plan; work with stakeholders to find resolution.	L	S		
n. Provide change management plan; work with stakeholders in implementation.	L	S		
o. Conduct mock go-live sessions.	L	L		
p. Ensure product stability following go live.	L	L		

Resumes of each proposed project team member highlighting qualifications, key areas of expertise, relevant experience from similar projects, and detailed descriptions of how they will support the project are included beginning on the next page.



DUSTIN KEITH

Senior Project Manager

PROFILE

Dustin started his career in financial auditing and corporate compliance and then developed into project management and vendor oversight. He has 10+ years of experience in project management, vendor management and oversight, and contract and statement of work development and evaluation.

Before joining WCG, Dustin built a career in the corporate world working as a Project Manager and Auditor for several multinational companies and state agencies in Germany, France, and the United States. As an auditor, Dustin led financial audits and compliance engagements, documented and reviewed business processes which he evaluated for internal control weaknesses, and then provided optimization recommendations. He has experience across various industries, including the public sector, energy, infrastructure, automotive, and industrial machinery.

CONTACT

OFFICE: [Phoenix, AZ](#)

EMAIL: dkeith@wcg-consulting.com

ABOUT ME

Dustin enjoys spending time with family and friends and staying active by cycling, running, and golfing.

EDUCATION

Bachelor of Science in Accounting & Computer Science

University of South Carolina

RELEVANT PROJECT EXPERIENCE

Dustin has provided project management services, conducted needs assessments, and developed requirements for the following WCG clients:

- Public Service Company of New Mexico
- City of Idaho Falls
- City of Eugene
- Holland Board of Public Works
- Burlington Electric Department

PROPOSED ROLE

Project Manager

Dustin will provide project management services to manage the tasks, activities, and schedule for the project. He has a talent for utilizing effective project management concepts and reacting positively to changes in project specifications, service problems, and people management at all levels – on both the City and vendor side.



SARAH WARTH (MBA)

BI & OCM Lead

PROFILE

Sarah is an experienced business intelligence and change management professional with a cross-functional understanding. She has a passion for innovative problem solving, process improvement, testing management, training administration, generating analytic insights, and strategy and thought leadership. Sarah possesses a rare combination of business acumen, domain and technical knowledge, data analytics, and interpersonal skills that enable the ability to effectively bridge the gap as a business and technical liaison and change practitioner.

Before WCG, Sarah worked for a municipal electric and water utility assisting with an end-to-end implementation of Cayenta CIS, Cognos Analytics, Utilitec, Paymentus, and Smart Energy Water customer portal. Sarah also developed over 250 Cognos reports and SQL-based portal statistics using billing and revenue, credit and collections, consumption, field services, and customer data.

CONTACT

OFFICE: [East Lansing, MI](#)

EMAIL: swarth@wcg-consulting.com

ABOUT ME

Sarah loves tackling challenges and meeting new people. In her free time, she enjoys baking, working out, and enjoying the outdoors.

EDUCATION

Change Management Certification

Prosci

Graduate Certificate in Training & Development

Winona State University

Master of Business Analytics (MBA)

Iowa State University

Bachelor of Arts in Economics & Mathematics

St. Olaf College

RELEVANT PROJECT EXPERIENCE

In her 4 years with WCG, Sarah has led needs assessments, developed requirements, written test scripts, managed testing and end-user training, leveraged data analytics and reporting, and incorporated organizational change management at the following relevant WCG projects:

- City of Tampa
- Rochester Public Utilities
- Clayton County Water Authority
- City of Clearwater
- Manatee County Utilities Department

PROPOSED ROLE

Business Analyst

Sarah will bring a wealth of Cayenta, SQL, and Cognos Analytics knowledge to the project. She will lead a structured Discovery process prior to the database and report migration to gather requirements for both report development as well as manage comprehensive quality assurance testing across all functions. Sarah will also develop and facilitate a Test Plan and Training Plan.



MATT BARTON (MBA, PMP)

Senior Partner

PROFILE

Matt is a recognized leader in the private and public sectors with over 20 years of experience as an IT professional in leadership, business analysis, strategic planning, project management, cybersecurity, product development, product lifecycle management, enterprise architecture, system integration, and procurement.

Before WCG, Matt served as the Chief Information Officer (CIO) for Oregon's largest publicly owned water and electric utility. During his time as CIO, Matt was the project co-sponsor for CIS replacement, ERP implementation, Customer Experience Enhancement, Work and Asset Management System stabilization, and AMI/MDMS implementation projects.

CONTACT

OFFICE: [Eugene, OR](#)

EMAIL: mbarton@wgc-consulting.com

ABOUT ME

Matt enjoys cooking, traveling, and volunteering with Court Appointed Special Advocates advocating for children in foster care. Matt is also the President of the Eugene Chapter of the Project Management Institute.

EDUCATION

Project Management Professional Certification (PMP)

Project Management Institute

Master of Business Administration & Management (MBA)

Bushnell University

RELEVANT PROJECT EXPERIENCE

Matt has led process design, technical requirements, architecture development, integration oversight, and project management at the following relevant WCG projects:

- City of Tampa
- Chugach Electric
- City of Idaho Falls
- Holland Board of Public Works
- Seminole County
- Mount Pleasant Waterworks
- Manatee County Utilities Department

PROPOSED ROLE

Technical Advisor

Matt will collaborate and advise on the technical aspects of the project, leveraging his database experience, including a past Oracle to SQL migration project. If desired and to the level that is needed, he is equipped to lead a comprehensive analysis and detailed assessment of the utility's technology systems/integrations, provide technical system thought leadership and guidance to align technical requirements/improvements with industry best practices, and work to integrate and vet considerations for security and resiliency needs, environment management, and data conversion.



FRANCES NORDIN

Senior Consultant

PROFILE

Frances has nearly two decades of experience as an IT consultant and business analyst in a solution and results-driven environment. She is skilled in leading business process gathering and identifying opportunities for operational and technical improvements. She is well-versed and experienced with reporting and interface requirements, documenting key values that are translated into requirements, and planning the design and solutions to meet these requirements.

Frances is a valuable liaison to project stakeholders as she encourages collaboration and ensures the completion of the project scope. Specific project tasks have included system configuration, optimizing solutions to incorporate business needs, delivering business intelligence solutions, leading system testing and issue resolution, and conducting organizational change management and end-user training.

CONTACT

OFFICE: Toronto, ON

EMAIL: fnordin@wcg-consulting.com

ABOUT ME

Frances likes solving puzzles, looking for solutions, and improving processes. She loves going to the beach, hiking, and camping with her family.

EDUCATION

Change Management Certification

Prosci

Bachelor of Science in Computer Science

University of the Philippines

RELEVANT PROJECT EXPERIENCE

Frances has provided requirement development, configuration oversight, testing leadership, end-user training leadership, organizational change management services, report development, and project support at the following relevant WCG projects:

- City of Tampa
- Orangeburg Department of Public Utilities
- City of Longmont
- Macon Water Authority

Previous Cayenta Clients:

- City of Lexington
- Orangeburg Department of Public Utilities
- Bermuda Electric Company
- Easter Municipal Water District
- Riviera Utilities

PROPOSED ROLE

Report Writer

Frances will leverage her Cayenta expertise to provide report generation, optimization, quality assurance testing, and documentation on a time and material cost basis to the level desired by the City.

TAB 3 – Program Description and Method of Approach

Clearly define the program offered and your method of approach including, but not limited to the following elements:

1. Project Plan/Approach

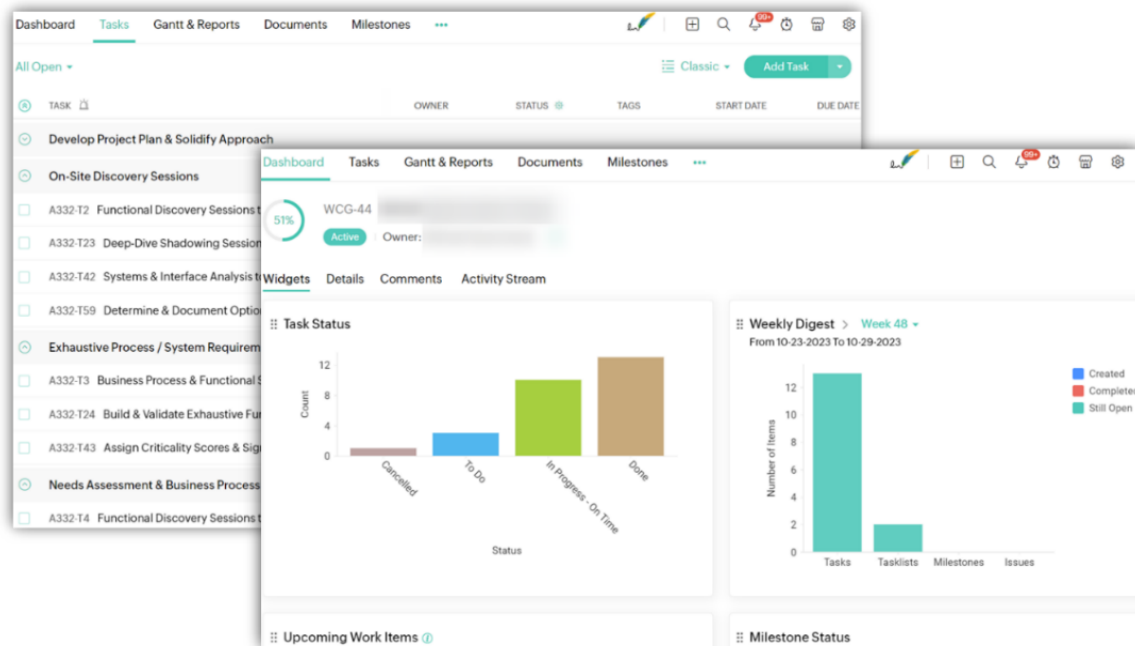
WCG's fresh, client-centric project approach increases efficiency, mitigates risk, promotes stakeholder engagement, and drives strategic alignment and successful outcomes during all phases of the project lifecycle. The largest factor that drives our projects to success, and distinguishes us from other consulting service firms, is WCG's innovative process-driven project approach that is used to identify and synthesize each department's needs, improvement opportunities, and value drivers.

We tailor these upgrade/migration projects around identifying requirements through Discovery sessions, maximizing functionality and efficiency, bridging the gap between day-to-day process requirements and technical/report configuration, developing test scenarios for quality assurance, and delivering effective project management and organizational change management. Above all, we seek to protect the City's best interests and empower stakeholders to make educated and strategic project decisions.

Throughout all the tasks, but especially concerning project management and vendor oversight, we will serve as a trusted and knowledgeable advisor, providing a verified and steady project plan / approach. Our goal is to help the City confidently understand all aspects of the project and successfully guide them through the process.

Our comprehensive project management services encompass people, process, technology, and business environment domains tailored to the City's unique needs. Our project methodology is brought to life through our customizable project management toolset that helps drive standardized processes and provide project traceability. These tools and templates provide the structure for consistent delivery and tracking during all phases of the project, whether working onsite or remotely. In addition, this toolset can also be utilized directly by the City and/or Cayenta staff to the extent that best fits the team.

In particular, WCG's cloud-based project management tool will be utilized for detailed project schedule creation and task management and allows for deeper dives into each task to view all corresponding information, communication, documentation, activities, and subtasks/dependencies. It enables us to closely monitor and facilitate all project activities, such as deliverable sign-offs, payment milestone approvals, status reports, business requirement validation, technical requirement validation, interface agreements, project risk register, change orders, lessons learned, etc.



With that said, WCG does not aim to redefine the vendor's standard methodology or tools. We will flex our approach and tools based on what the City and Cayenta prefer, as they typically use the following tools for a project of this nature:

- ❖ Caystone for incident reporting/tracking and testing
- ❖ Support Tickets for out-of-scope or ongoing issues
- ❖ Smartsheet for project schedule
- ❖ SharePoint for document sharing

2. Ability to Respond/Scheduling

The proposed team members are dedicated to the success of the City and will be available as needed for the duration of the project. As a result, they are quick to respond and have flexible schedules to adjust to the City's and Cayenta's staff/scheduling availability and ensure that the City remains a priority.

As a company, WCG only takes on an additional 2-3 clients per year. As individuals, on average our consultants are dedicated to 1-2 projects at a time. WCG aims to achieve 100% customer satisfaction to uphold our 100% referenceable reputation and lay the groundwork for a strong continued relationship.

3. Reporting (provide examples of forms and reports as applicable)

WCG's report writers have immense Cayenta, Cognos, and SQL expertise regarding optimization recommendations, code development, report generation, quality assurance testing, change management/tracking, and documentation. Given that expertise, we are prepared to assess the current state of the City's reports and provide recommendations for updates, consolidation, and efficiency. We have developed countless reports and portal statistics for Cayenta projects, a small sampling of which you can find on the next two pages.

Statistics **Billing**

CUTOFF UNBILLED 78
 KW Reading Reset Error 15
 Load Management Billing Errors 1
 Service Assured Bill Errors 1
 Unbilled Metered - City 4
 Unbilled Metered - RPU 0
 Unbilled Metered Services 2447
 Unbilled New Move-Ins 264
 Unbilled Nonmetered - City 5
 Unbilled Nonmetered - RPU 4
 Unbilled Nonmetered Services 9885

Billing
 Active Accounts by Bill Code
 Active Accounts with No Cycle 0
 Active Accounts with Primary ... 69
 Active Accounts with Use Tax 28
 Active Services with No Rate 5
Billing Locks 211
 City Alerts 4
 Community Solar Past Due 0
 Deposit Instant Bill BCT Process 11
 Hydrant Meter Billing 0
 Missing Water Service 1
 Modified Ratchet Bill Codes 3
 New Line Extension 0.00

Console

Billing Locks
 Drag here to set row groups

Account No	Person Lnm	No Bill Start Dt	No Bill End Dt	Last Bill Dt	Cycle Cd	Note	Account Cmts
		Nov-06-2019	Dec-31-9999	Jul-09-2021	05	SOLAR	
		Jun-21-2021	Dec-31-9999	Jun-18-2021	14		6/21/21-locked to
		Oct-29-2019	Dec-31-9999	Jun-30-2021	27		Locked to check 2
		Nov-06-2019	Dec-31-9999	Jul-07-2021	02	SOLAR	
		Apr-08-2021	Dec-31-9999	May-12-2021	04		Locked to check in
		May-01-2020	May-07-2020	Jul-07-2021	04		LOCKED FOR BILL
		Nov-06-2019	Dec-31-9999	Jul-08-2021	04	SOLAR	
		Oct-15-2019	Dec-31-9999	Jun-11-2021	09		Update High Stren
		May-03-2021	Dec-31-9999	Jun-28-2021	27		Locked for Econo
		Jul-08-2021	Dec-31-9999	Jun-28-2021	27		Locked to verify up
		Nov-06-2019	Dec-31-9999	Jul-08-2021	05	SOLAR	
		Jun-02-2021	Dec-31-9999	Jun-24-2021	11		6/2-locked, manu
		Oct-29-2019	Dec-31-9999	Jun-30-2021	27		

Monthly Billing Insight Reporting - Total \$ and Customers Billed

Billing Month/Year: 082020

CYCLE_CD	TOTAL_BILLED_AMT	TOTAL_ACCTS_BILLED
00	(\$195.43)	3
01	\$187,786.86	4,779
02	\$231,392.97	6,305
03	\$221,402.76	4,643
04	\$148,429.31	4,867
05	\$265,914.77	5,557
06	\$694,732.31	4,185
07	\$324,077.36	6,358
08	\$523,049.63	9,146
09	\$566,820.30	3,932
10	\$760,702.81	4,886
11	\$376,831.70	4,157
12	\$865,330.84	5,679
13	\$452,011.14	4,591
14	\$414,754.81	4,049
15	\$399,871.96	3,969
16	\$483,681.73	3,588
17	\$710,168.90	4,247
25	\$64,708.34	182
26	\$39.32	2
50	\$15,456.28	94
98	\$0.00	86
99	\$32,954.10	437
INS	\$1,689.58	25
Overall - Total	\$7,741,612.35	85,767

The screenshot displays a web application interface for 'Report Administration'. On the left, a navigation tree lists various report categories, with 'Customer Information' and 'New Meter Application Totals' highlighted. A modal window titled 'New Meter Application Totals' is open, showing a table with columns for 'Parameter Nm' and 'Parameter Value'. Below the modal, a red box highlights the 'New Meter Application Totals' link in the navigation tree.

Below the web application, an Excel spreadsheet titled 'New Meter Application Totals' is visible. The spreadsheet contains a table with the following columns: ACTION_CD, ACTION_NO, CREATION_DT, EFFECTIVE_DT, RESOLUTION_CD, CLOSE_DTM, LOCATION_CLASS, ACCOUNT_NO, METER_SZ, CURRENT_BALANCE, ITEM_TP, ITEM_AMT, and REMAINI. The data rows show various meter application records with their respective dates, statuses, and balances.

ACTION_CD	ACTION_NO	CREATION_DT	EFFECTIVE_DT	RESOLUTION_CD	CLOSE_DTM	LOCATION_CLASS	ACCOUNT_NO	METER_SZ	CURRENT_BALANCE	ITEM_TP	ITEM_AMT	REMAINI
NEWSV	1476	9/1/20	9/1/20	CMPLT	9/28/20	RES		034	\$24.53	FRCNTRPMT	(\$2,949.00)	
NEWAP	3094	9/3/20	9/3/20	CMPLT	9/28/20	RES		034	\$21.11	FRCNTRPMT	(\$10,339)	
NEWAP	3117	9/3/20	9/3/20	CMPLT	9/28/20	RES		034	\$10.05	FRCNTRPMT	(\$2,949.00)	
NEWAP	3117	9/3/20	9/3/20	CMPLT	9/28/20	RES		034	\$10.05	STLBOXPMT	(\$10.05)	
NEWAP	3117	9/3/20	9/3/20	CMPLT	9/28/20	RES		034	\$10.05	STLBOXPMT	(\$9.72)	
NEWAP	3242	9/3/20	9/3/20	CMPLT	9/28/20	RES		058	\$21.41	FRCNTRPMT	(\$3,429.00)	
NEWAP	3242	9/3/20	9/3/20	CMPLT	9/28/20	RES		058	\$21.41	STLBOXPMT	(\$77.21)	
NEWAP	3242	9/3/20	9/3/20	CMPLT	9/28/20	RES		058	\$21.41	STLBOXPMT	(\$21.41)	
LGNEW	5112	9/9/20	9/9/20	CMPLT	9/28/20	MULTI		200	\$354.53	FRCNTRPMT	(\$4,910.00)	
NEWAP	7072	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$4.46	FRCNTRPMT	(\$3,209.00)	
NEWAP	7072	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$4.46	PAYPROCPMT	(\$7.34)	
NEWAP	7081	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$4.41	FRCNTRPMT	(\$3,209.00)	
NEWAP	7081	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$4.41	STLBOXPMT	(\$7.04)	
NEWAP	7087	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$1.01	FRCNTRPMT	(\$3,209.00)	
NEWAP	7087	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$1.01	STLBOXPMT	(\$7.04)	
NEWAP	7097	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	(\$4.02)	FRCNTRPMT	(\$3,209.00)	
NEWAP	7097	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	(\$4.02)	PAYPROCPMT	(\$5.03)	
NEWAP	7101	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$1.01	FRCNTRPMT	(\$3,209.00)	
NEWAP	7101	9/15/20	9/15/20	CMPLT	9/28/20	RES		100	\$1.01	STLBOXPMT	(\$7.37)	
NEWAP	7113	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	\$1.01	FRCNTRPMT	(\$3,209.00)	
NEWAP	7113	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	\$1.01	STLBOXPMT	(\$5.03)	
NEWAP	7135	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	\$1.01	FRCNTRPMT	(\$3,209.00)	
NEWAP	7135	9/15/20	9/15/20	CMPLT	9/23/20	RES		100	\$1.01	STLBOXPMT	(\$5.03)	

4. Quality Assurance Strategy

To best support the City when migrating its database from Oracle to SQL Server and its reporting system from Actuate to Cognos, we will apply structure and strategy to the quality assurance and testing phase.

During Discovery (expanded upon in Question #5), we will work with stakeholders to develop and document all business processes impacted by the database and report upgrade. As a result, we will identify supplemental test scenarios that will be paired with the ~500 existing test scenarios for general functions that the City has already documented and categorized during previous projects. Most importantly with the Oracle to SQL Server database migration, it is critical to perform “day-in-the-life” or User Acceptance Testing (UAT) to ensure the existing Cayenta UMS functionality and data reconciliation has not changed without explanation.

In addition to the comprehensive test scenarios, WCG will develop and manage a Quality Assurance and Testing Strategy (Test Plan) that outlines the testing approach, schedule, and roles and responsibilities. During the implementation of the database and report migration, we will coordinate all quality assurance testing activities, including organizing the processes and scenarios to be tested, test case assignment, resource management, testing management and guidance, comparative analysis to ensure the results match what is expected, incident reporting and tracking, status reports, conversion monitoring, and collaborating with the Project Manager to track against entry/exit criteria.

The test scenarios will be formatted (most likely Caystone or Excel) to capture the navigation type / test details, functional description, notes, and test status / results confirming successful testing of scenarios. Any failed tests will be tied to an Incident in Caystone, then tracked and validated upon resolution.

Finally, before signing off and pushing to production, we will coordinate mock go-live sessions, which are integral to mitigating issues in advance, determining go-live readiness, and ensuring quality control and product stability following go-live.

5. Process and Requirements Discovery Plan

Through a series of Discovery Sessions, we will collaborate with the City to determine the scope of work by eliciting and documenting all necessary business and technical requirements to successfully migrate the database and reports. The end results of this discovery will be requirements that not only feed into the Statement of Work with Cayenta, but also determine the final project scope.

WCG utilizes a proven and methodical Discovery process to fully examine and document each functional area and all user requirements for report outputs. Our team will provide a well-organized structure of required Discovery sessions broken down by functional area (billing, call center, field services, etc.) while balancing the availability of stakeholders and subject matter experts. Through roundtable discussions and shadowing sessions, we experience first-hand how the City’s staff uses the database and reports, ensuring every stakeholder has been heard. We will also help stakeholders better understand both the available options and improvement opportunities as well as potential upstream and downstream impacts on current business processes.

We will document the requirements and opportunities identified during Discovery to add a level of traceability for the project, which will be translated into supplemental test scenarios for quality assurance testing of functionality during the database and report migration.

6. Training Plan

While this project focuses on database and report migration/conversion, it is ultimately the project team staff who carry the load for realizing the benefits of process efficiency and an enhanced business experience. At its core, change is about shaping culture—personal behaviors/attitudes and corporate policies/directives—not about the specific project or tasks at hand. WCG’s people-focused change management methodology focuses on the human and organizational factors associated with the project to ensure goals are met by developing an empowered culture that embraces change and innovation regardless of the size or complexity of the project.

We treat organizational change management as an ongoing process tended to throughout the project, rather than a one-time event. From Day 1, WCG will integrate organizational change management (OCM) tactics into our approach to help your staff become engaged and aware of the future state and start building the desire and knowledge to change. This has been proven in our projects to result in a higher likelihood of project success and product stability following go-live due to greater project visibility, increased staff engagement, and quicker and more complete adoption of the implemented changes.

Even a perfectly designed system is only as effective as the end-user’s capabilities and confidence level. WCG will partner with the City and Cayenta to support knowledge transfer efforts by developing a Training Strategy and documentation/inventory that details the Cognos report name, function/objective, user(s), notes, source code location, and frequency. Examples of prior reporting inventories are included on the following page.

If desired, we can also provide specific training and/or documentation to the City on how to develop, modify, or run reports and portals in SQL, Cognos, and/or Cayenta.

Report Name	Owner	Frequency	Proposed Approach	Priority Rank	Cognos Package	Saved As	CU Report ID	Output Saved to Server? Y/N	Automatically Generated? (If yes, what batch job?)
Account balances by person	Barb Button, Mikki Valere	Ad Hoc	Custom Tab	1	n/a	RPU_sp_GetCustomerNumberBalances	n/a	n/a	n/a
Accounts by Group Number	Tina Livingston	Ad Hoc	Individual Report	1	CUSTOM.RPU	RPU_ACCTS_BY_GROUP_NO	RPU_ACCTS_BY_GROUPNO	Y	N
Active Accounts with No Cycle	Lani Towne	Ad Hoc	Portal Statistic	1	RPU Custom Portal	Active Accounts with No Cycle	n/a	n/a	n/a
Active Services with No Rate	Lani Towne	Ad Hoc	Portal Statistic	1	RPU Custom Portal	Active Services with No Rate	n/a	n/a	n/a
All Alerts Report	Mikki Valere	Daily	Individual Report	1	CUSTOM.RPU	RPU_ALL_ALERTS	RPU_ALL_ALERTS	N	N
Attributes History	Lani Towne	Daily	Portal Statistic	1	RPU Location Portal	Location Attributes History	n/a	n/a	n/a
Base Rate Codes	Mike Heppelmann	Ad Hoc	Portal Statistic	1	RPU Location Portal	Base Rate Codes	n/a	n/a	n/a
Batch Job Console for Billing	Lani Towne	Daily	Portal Statistic	1	RPU Custom Portal	Scheduled Billing Jobs	n/a	n/a	n/a
Bill Amt Incorrect Calc OOB	Lani Towne	Daily	Individual Report	1	CUSTOM.RPU	RPU_BILL_PRINT_OOB	RPU_BILL_PRINT_OOB	N	Y (OOB batch job)
Billing Data	SEW	Daily	Individual Report	1	CUSTOM.RPU	RPU_Billing_Data_SEW	RPU_BILLING_SEW	Y	Y (SEW2 batch job)
Billing Locks	Lani Towne	Daily	Portal Statistic	1	RPU Custom Portal	Billing Locks	n/a	n/a	n/a
Budget Bill & Service Assured	Mikki Valere	Ad Hoc	Portal Statistic	1	RPU Custom Portal	Budget Billing Missing Services	n/a	n/a	n/a
Cancel Bills	Linda Bly	Daily	Individual Report	1	CUSTOM.RPU	RPU_CANCELLED_BILLS	RPU_CANCELLED_BILLS	Y	Y (CANCEL_B batch job)
COMM Deposits Coming Due	Melissa Braaten	Ad Hoc	Portal Statistic	1	RPU Credit and Collections Portal	COMM Deposits Coming Due	n/a	n/a	n/a
Consumption Rate Codes	Mike Heppelmann	Ad Hoc	Portal Statistic	1	RPU Location Portal	Consumption Rate Codes	n/a	n/a	n/a
Cost & Consumption for Energy Assistance	Barb Button	Ad Hoc	Individual Report	1	CUSTOM.RPU	RPU_COST_CONS_FOR_EA	RPU_COST_CONS_FOR_EA	N	N
Cumulative Consumption on Water Meters	Heidi Andrist	Ad Hoc	Individual Report	1	CUSTOM.RPU	RPU_CUMULATIVE_CONS_WTR_MTRS	RPU_CUMULATIVE_CONS	N	N
Customer Aging With Due Dates	Barb Button	Daily	Individual Report	1	CUSTOM.RPU	RPU_CUST_AGING_W_DUE_DATES	RPU_CUST_AGING_W_DUE	Y	N
Customer Contact Stats	Anna Basimamovic	Ad Hoc	Individual Report	1	CUSTOM.RPU	RPU_CUSTOMER_CONTACT_STATS	RPU_CUSTOMER_CONTACT	N	N
Customer Data	SEW	Daily	Individual Report	1	CUSTOM.RPU	RPU_CustomerData_SEW	RPU_CUSTOMER_S	N	N

CU Name	Type	Data Source	Fields	Filters	Notes
RPU_BILL_CLASS_KW_KWH_PF	Cognos Report	METER_CONSUMPTION FM	PERSON_NO PERSON_LNM HOUSE_NO STREET_NM SEC_ADDR_RANGE ACCOUNT_NO LOCATION_NO SERIAL_NO BILL_CD MONTH_YEAR KWH NON-TOU CONS AMT KWH TOU CONS AMT KW TOU READ AMT POWER FACTOR	Hard-coded filter on BILL_CD (see Cognos)	BILL_CD is hardcoded as defined here: K:\RPU\IS\Documentation\Software\Cayenta\BI\Bill Code Mapping for Hardcoded Reports.xlsx
RPU_CANCELLED_BILLS	Cognos Report	UM00260T	INVOICE_NO BILL_RUN_DT	CANCELED_BILL_YN = 'T' BILL_RUN_DT >= DATEADD(day, -5,	Runs as part of CANCEL_B batch process
RPU_CASH_PROJECTION_TODAY	Cognos Report	AR00200T UM00200M SGS0010C	DUE_DT AGING_AMT CFW_AMT	AGING_AMT <= 0 CFW_AMT <= 0 ITEM_TP NOT IN ('FIXCOMMIT',	Runs as part of ARGINT batch process Saved in RPU_AR FM folder on Cognos, but it only has custom SQL
RPU_CCF_SUMMARY	Cognos Report	UM00295T UM00260T	BILLING_TO_DATE RATE WATER_USAGE	Hard-coded filter on RATE (see Cognos) INVOICE_NO IS NOT NULL AR_GROUP_NO IS NOT NULL LOCATION_NO <= 0 SERVICE_TP IN ('WATER','IRR','HYD','BWS')	RATE is hardcoded as defined here: K:\RPU\IS\Documentation\Software\Cayenta\BI\Bill Code Mapping for Hardcoded Reports.xlsx
RPU_CCF_SUMMARY_DETAIL	Cognos Report	UM00295T UM00260T	BILLING_TO_DATE ACCOUNT_NO LOCATION_NO INVOICE_NO RATE WATER_USAGE	Hard-coded filter on RATE (see Cognos) INVOICE_NO IS NOT NULL AR_GROUP_NO IS NOT NULL LOCATION_NO <= 0 SERVICE_TP IN ('WATER','IRR','HYD','BWS')	RATE is hardcoded as defined here: K:\RPU\IS\Documentation\Software\Cayenta\BI\Bill Code Mapping for Hardcoded Reports.xlsx

Portal Statistic Name	View Name	Portal	Portal Area	Run Mode	Owner	Purpose / Use
Unassigned By Cycle	COT_HILOUCYCLE	Usage Management	HILOs To Be Assigned	Batch Run Only	Jennifer Garrett	Billing Leads assign exceptions by cycle to Reps to work
High Readings	COT_HILO_PHI	Usage Management	HILOs To Be Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to see what's been assigned to work
Low Readings	COT_HILO_PLO	Usage Management	HILOs To Be Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to see what's been assigned to work
Missing Reads	COT_HILOPMISRD	Usage Management	HILOs To Be Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to see what's been assigned to work
All Readings	COT_HILOPALL	Usage Management	HILOs To Be Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to see what's been assigned to work
High Readings	CCP_HILO_RHI	Usage Management	HILOs Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to verify exceptions that have been reviewed; issue doesn't clear until the account has been billed
Low Readings	CCP_HILO_RLO	Usage Management	HILOs Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to verify exceptions that have been reviewed; issue doesn't clear until the account has been billed
Missing Reads	CCP_HILO_RMRD	Usage Management	HILOs Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to verify exceptions that have been reviewed; issue doesn't clear until the account has been billed
All Readings	CCP_HILO_RALL	Usage Management	HILOs Reviewed	Batch Run Only	Jennifer Garrett	Billing Reps use to verify exceptions that have been reviewed; issue doesn't clear until the account has been billed
Hilo ReRead S/O	COT_HLRRD	Usage Management	Reports	Run Online	Jennifer Garrett, Maria Barahona	Paper Service Orders that go out for rereads / read verification -- view using CLUE interface; Billing lets Meter Reading know when they're ready for printing
Leak Review	COT_LEAK_REV	Usage Management	Reports	Run Online	Jennifer Garrett	Use a few times a week to work leak adjustments that had a resolution date > 30 days ago, unless it's an escalation
Unassigned By Cycle	COT_QCHILOUCYCLE	Key/Large Usage Management	HILOs To Be Assigned	Run Online	Vicki Regar	Work issues for Key / Quality Control Accounts by cycle

TAB 4 – References

A minimum of three (3) references, preferably from other public entities for which similar services have been provided within the past five (5) years are required. Include the name of entity, description of services provided, contact person’s name, phone number, e-mail address, mailing address, type of service provided, and dates the services were provided.

Below we have highlighted four references from recent project experience similar to the scope of services outlined in the City’s request. We would like to stress the importance of reference checks so the City can hear first-hand the value that similar public entities put on our experience, service, and leadership on Cayenta projects. All of WCG’s client engagements are 100% referenceable. We would be happy to provide additional references apart from the ones we provided in this response to further demonstrate our qualifications and abilities.

City of Tampa

WCG has a long-term partnership with the City of Tampa which has entrusted WCG with several critical customer service and meter-to-cash projects, including the following: Cayenta CIS upgrade, SilverBlaze CSS portal integration and implementation, AMI implementation, customer energy portal integration, and internal business process improvements. WCG has consistently provided the City of Tampa with project strategy, project management, contract negotiations, vendor oversight and monitoring, and testing management.

Most recently, WCG began delivering upon the improvement opportunities we identified as a result of the Discovery and Needs Assessment. These include updates to internal processes and documentation, Cayenta CIS system configuration, and Cognos reports and Cayenta portal statistics development and testing guidance.

Dates of Service: 2020 – Present

Client Reference: Rob Edwards, *Technology and Innovation Project Leader*

813-274-7060 | rob.edwards@tampagov.net

306 East Jackson Street, Tampa, Florida 33602

Rochester Public Utilities

WCG provided Project Management and Implementation Assistance to Rochester Public Utilities in the form of process design, configuration management, system and process testing, end-user training, and post go-live stabilization for a Cayenta CIS implementation. For Project Management, WCG provided vendor oversight, managed the project plan, led utility-team coordination, validated the delivery of all committed functional requirements, managed all project documentation (Business Requirement Documents, Technical Requirement Documents, Delivery Sign-Off, Change Orders, Close-Out Plans, etc.), delivered project status and executive reporting, coordinated all conversion and go-live / cutover activities, and oversaw all system integrations and third-party vendor interaction.

For Implementation Assistance, WCG provided process optimization and re-engineering, led the utility team through system configuration decisions, applied Cayenta-specific functionality expertise to deliver process design and configuration options that avoided costly enhancements and best melded

with the various departments' processes, developed an exhaustive test plan, built custom test scripts to account for utility-specific processes and interfaces, developed an exhaustive training plan, assisted with the development of end-user training guides, managed incident resolution in Caystone, acted as the liaison between utility end-users and Cayenta application consultants, and delivered hands-on cutover leadership and system stabilization through the post-go-live period.

Dates of Service: 2018 – 2020

Client Reference: Patty Hanson, *Manager of Utility Programs & Services*

507-280-1615 | phanson@rpu.org

4000 East River Road NE, Rochester, MN 55906

Clayton County Water Authority

WCG provided Project Management and Implementation Assistance services, including core team leadership and vendor oversight, for Clayton County Water Authority (CCWA) as they replaced their CIS and Utility Billing System with Cayenta CIS. Also, as part of this project, WCG helped CCWA integrate their existing Asset and Work Management application (CityWorks) and introduce a new Mobile Workforce Management solution (MWM by Cayenta). In addition, we provide training and documentation specific to Cognos Analytics reports and Cayenta portal stats development, as well as developed a number of requested reports / portals.

Dates of Service: 2018 – 2020

Client Reference: Rodney Perkins, *Customer Accounts Director*

770-960-3610 | rodney.perkins@ccwa.us

1600 Battle Creek Road, Morrow, GA 30260

Macon Water Authority

WCG provided Project Management and Implementation Assistance in the form of process design, configuration management, system and process testing, end-user training, and post po-live stabilization for Macon Water Authority (MWA) as they replaced their CIS, Utility Billing System, and Finance Management System (FMS) with Cayenta CIS & ERP. The extent of these services was identical to the services described above for Rochester Public Utilities.

We recently began another engagement with MWA providing a Project Manager and two Business Analysts as they upgrade their Cayenta environment (CIS, FMS) to v9.2 and look to newly implement Mobile Work Management (MWM) and Work and Asset Management (WAM).

Dates of Service: 2019 – Present

Client Reference: Harold Blevins, *Director of Information Technologies*

478-464-5625 | hblevins@maconwater.org

790 Second St, Macon, GA 31202

TAB 5 – Cost of Services and Schedule

1. Total cost to manage the project and complete the services as outlined in this RFP, to include training.

Based on the anticipated level of effort required for each project task and associated deliverables, WCG recommends both our Project Manager and Business Analyst to be involved for the life of the project (12 months) at 0.5 FTE each to manage the project and complete the services as outlined in the RFP.

These estimations are based on WCG’s extensive experience working with utilities to provide Cayenta upgrade assistance. While we believe these estimations are highly accurate and cost-effective, we are open to reviewing each deliverable in detail with the City, and we remain flexible in our project approach based on the City’s preferences and core team composition.

Utilizing WCG’s flat hourly labor rate of \$160 per hour for all fixed consulting resources, the monthly value per resource results in the following:

Project Role	FTE	Hourly Rate	Monthly Value
Project Manager	0.5 FTE	\$160	\$13,864
Business Analyst	0.5 FTE	\$160	\$13,864

Extrapolating this effort for the life of the 12-month project, the total consulting value results in the following (not inclusive of travel):

Project Role	Monthly Value	# of Months	Total Value
Project Manager	\$13,864	12	\$166,368
Business Analyst	\$13,864	12	\$166,368

TOTAL CONSULTING VALUE: \$332,736

The only additional costs for these resources will come from any required travel expenses (lodging, meals, and travel). The travel estimates included here are in-line with previous project experiences as a means of developing a not-to-exceed amount for the contract. WCG will remain flexible throughout the project regarding the balance of work being completed onsite and work being completed remotely.

	Average Cost / Week
Flight	\$600
Rental Car	\$300
Hotel	\$800
Per Diem	\$375

Total Weekly Cost: \$2,075

2. Any additional costs not stated to complete the services as outlined.

WCG's time and material costs to develop and test custom reports or provide any other services beyond the scope of this RFP is \$185 per hour, not inclusive of travel expenses.

3. Hourly cost and anticipated time frame to complete estimated services.

WCG uses a flat hourly cost per FTE of \$160 per hour, not inclusive of travel expenses.

The City's anticipated project term of May 2024 – April 2025 (12 months) is realistic and aligns with our experience on similar projects.

4. Support and maintenance for initial three (3) years following migration/implementation, if applicable.

As explained further in TAB 6 – Question #2, WCG offers a variety of long-term support and maintenance services. Depending on the scope agreed upon for support and maintenance for the initial three years following migration/implementation, WCG would utilize our standard hourly rate of \$160-165 for deliverables and \$185 for separate T&M requests, plus any required travel expenses.

TAB 6 – Long-Term Support and Maintenance Options

1. Warranty Information, if applicable.

Warranty information is not applicable to this proposal/project.

2. A detailed description of support and maintenance services.

WCG is pleased to offer long-term support and maintenance services specific to utilities using Cayenta software solutions. Through these services, utilities are able to leverage our Cayenta knowledge experts to extend the useful life of their current systems and deliver an ongoing continuous improvement mindset where efficiency gains are delivered through enhanced core configuration and process design. Such improvement opportunities include streamlined processes for a reduced burden on the City's staff, modernization via updated configuration and third-party interfaces, and improved customer satisfaction. At a high level, these service options include the following:

- ❖ Initial Health Check / Needs Assessment
 - Discuss and review any pain points / desires for improvement with subject matter experts and end-users.
 - Identify opportunities for internal process improvement.
 - Review Cayenta system configuration and integrations to identify potential improvements.
- ❖ Strategic & Technology Roadmap
 - Apply a data-driven approach that allows for a defensible strategic and technology roadmap to be developed that combines functional priorities with logically sequenced technical integrations and helps make grey area decisions more black-and-white.
- ❖ Deliver Improvement Opportunities
 - Leverage WCG's system experts to update Cayenta configuration (e.g. service orders, collections, credit events, deposits, account types, batch jobs, etc.), integrate best practices and new offerings, integrate with other third-party systems (payment processing, customer portal, MWM, MDM, IVR, etc.), build custom reports / portal statistics, and test new processes.
- ❖ Upgrade & Release Management / Advisory Services
 - Review and vet what is included with the proposed software Upgrade / Release.
 - Provide City decision-makers with an explanation of what is included in the Upgrade / Release while drawing specific impact / benefit to the City and its processes.
 - Provide recommendations on if or when to apply the Upgrade / Release.
- ❖ Full-Service Testing Services
 - Perform exhaustive testing of new functionality related to the Upgrade / Release, including regression testing of all downstream functions.
 - Identify and document bugs / incidents, then work with Cayenta Support to solution the issues.
 - Conduct final validation testing.
 - Provide test summary reports to the City for sign-off, change management tracking, and promotion to Production.

TAB 7 – Other Forms

1. Exceptions/Additional Materials/Addenda form

Proposers shall indicate any, and all exceptions taken to the provisions or specifications in this solicitation document. Exceptions that surface elsewhere and that do not also appear under this section shall be considered invalid and void and of no contractual significance.

Exceptions (mark one):

****Special Note – Any material exceptions taken to the City’s Terms and Conditions may render a Proposal non-responsive.**

- No exceptions
- Exceptions taken (describe--attach additional pages if needed)

Additional Materials submitted (mark one):

- No additional materials have been included with this proposal
- Additional Materials attached (describe--attach additional pages if needed)

Acknowledgement of addenda issued for this solicitation:

Prior to submitting a response to this solicitation, it is the vendor’s responsibility to confirm if any addenda have been issued.

Addenda Number	Initial to acknowledge receipt
1	MW
2	MW
3	MW

Vendor Name Whitlock Consulting Group, LLC

Date: 2/18/24

2. Vendor Information form

Company Legal/Corporate Name: Whitlock Consulting Group, LLC

Doing Business As (if different than above): WCG Consulting

Address: 32 Riverview Dr

City: Beaufort State: SC Zip: 29907

Phone: 248-648-0900 Fax: _____

E-Mail Address: mwhitlock@wcg-consulting.com Website: wcg-consulting.com

DUNS # 115642570

Remit to Address (if different than above):

Order from Address (if different from above):

Address: _____

Address: _____

City: _____ State: _____ Zip: _____

City: _____ State: _____ Zip: _____

Contact for Questions about this proposal:

Name: Michael Whitlock

Fax: _____

Phone: 248-648-0900

E-Mail Address: mwhitlock@wcg-consulting.com

Day-to-Day Project Contact (if awarded):

Name: Dustin Keith

Fax: _____

Phone: 910-777-3355

E-Mail Address: dkeith@wcg-consulting.com

____ Certified Small Business

Certifying Agency: _____

____ Certified Minority, Woman or Disadvantaged Business Enterprise

Certifying Agency: _____

Provide supporting documentation for your certification, if applicable.

3. Vendor Certification of Proposal form

By signing and submitting this Proposal, the Vendor certifies that:

- a) It is under no legal prohibition to contract with the City of Clearwater.
- b) It has read, understands, and is in compliance with the specifications, terms and conditions stated herein, as well as its attachments, and any referenced documents.
- c) It has no known, undisclosed conflicts of interest.
- d) The prices offered were independently developed without consultation or collusion with any of the other respondents or potential respondents or any other anti-competitive practices.
- e) No offer of gifts, payments or other consideration were made to any City employee, officer, elected official, or consultant who has or may have had a role in the procurement process for the services and or goods/materials covered by this contract.
- f) It understands the City of Clearwater may copy all parts of this response, including without limitation any documents and/or materials copyrighted by the respondent, for internal use in evaluating respondent's offer, or in response to a public records request under Florida's public records law (F.S. 119) or other applicable law, subpoena, or other judicial process.
- g) Respondent hereby warrants to the City that the respondent and each of its subcontractors ("Subcontractors") will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees.
- h) Respondent certifies that they are not in violation of section 6(j) of the Federal Export Administration Act and not debarred by any Federal or public agency.
- i) It will provide the materials or services specified in compliance with all Federal, State, and Local Statutes and Rules if awarded by the City.
- j) It is current in all obligations due to the City.
- k) It will accept such terms and conditions in a resulting contract if awarded by the City.
- l) The signatory is an officer or duly authorized agent of the respondent with full power and authority to submit binding offers for the goods or services as specified herein.

ACCEPTED AND AGREED TO:

Company Name: Whitlock Consulting Group, LLC

Signature: 

Printed Name: Michael Whitlock

Title: Founding Partner

Date: 2/18/24

4. Scrutinized Companies form(s) as required

**SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM
THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.
FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL
NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.



Michael Whitlock
 Authorized Signature
Michael Whitlock
 Printed Name
Founding Partner
 Title
WCG Consulting
 Name of Entity/Corporation

STATE OF South Carolina
 COUNTY OF Charleston

The foregoing instrument was acknowledged before me by means of physical presence or online notarization on, this 12 day of February, 2024, by Michael Whitlock (name of person whose signature is being notarized) as the Founding Partner/owner (title) of Whitlock Consulting Group (name of corporation/entity), personally known _____, or produced driver's license (type of identification) as identification, and who did/did not take an oath.

Whitney Whitlock
 Notary Public
Whitney Whitlock
 Printed Name

My Commission Expires: Aug. 30, 2026
 NOTARY SEAL ABOVE

5. E-Verify Eligibility form

VERIFICATION OF EMPLOYMENT ELIGIBILITY FORM

PER FLORIDA STATUTE 448.095, CONTRACTORS AND SUBCONTRACTORS MUST REGISTER WITH AND USE THE E-VERIFY SYSTEM TO VERIFY THE WORK AUTHORIZATION STATUS OF ALL NEWLY HIRED EMPLOYEES.

THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

- 1. The Contractor and its Subcontractors are aware of the requirements of Florida Statute 448.095.
2. The Contractor and its Subcontractors are registered with and using the E-Verify system to verify the work authorization status of newly hired employees.
3. The Contractor will not enter into a contract with any Subcontractor unless each party to the contract registers with and uses the E-Verify system.
4. The Subcontractor will provide the Contractor with an affidavit stating that the Subcontractor does not employ, contract with, or subcontract with unauthorized alien.
5. The Contractor must maintain a copy of such affidavit.
6. The City may terminate this Contract on the good faith belief that the Contractor or its Subcontractors knowingly violated Florida Statutes 448.09(1) or 448.095(2)(c).
7. If this Contract is terminated pursuant to Florida Statute 448.095(2)(c), the Contractor may not be awarded a public contract for at least 1 year after the date on which this Contract was terminated.
8. The Contractor is liable for any additional cost incurred by the City as a result of the termination of this Contract.



Authorized Signature: Michael Whitlock
Printed Name: Michael Whitlock
Title: Founding Partner
Name of Entity/Corporation: WCG Consulting

STATE OF South Carolina
COUNTY OF Charleston

The foregoing instrument was acknowledged before me by means of [X] physical presence or [] online notarization on, this 12 day of February, 2024, by Michael Whitlock (name of person whose signature is being notarized) as the Founding Partner (title) of Whitlock Consulting Group (name of corporation/entity), personally known, or produced Drivers License (type of identification) as identification, and who did/did not take an oath.

Whitney Whitlock
Notary Public
Printed Name: Whitney Whitlock

My Commission Expires: Aug. 30, 2026
NOTARY SEAL ABOVE

6. W-9 form

Form W-9
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Whitlock Consulting Group, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ S

Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
32 Riverview Drive

6 City, state, and ZIP code
Beaufort, SC 29907

7 List account number(s) here (optional)

Requester's name and address (optional)
City of Clearwater
100 S Myrtle Ave
Clearwater, FL 33756-5520

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-						
--	--	--	---	--	--	--	--	--	--

OR

Employer identification number

4	6	-	3	9	2	6	3	6	2
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶  Date ▶ Feb 5, 2024

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.