
Meeting Date: October 17, 2018
Staff Contact: Cody Stinson, Chief Information Officer

TITLE: C-18-35 – Approve Change Order Three for the Albuquerque Bernalillo County Water Utility Authority Billing System (CC&B) Upgrade

ACTION: Recommend Approval

SUMMARY:

The Albuquerque Bernalillo County Water Utility Authority (Water Authority) issued a Request for Proposals (RFP) to solicit responses from qualified vendors to assist with the upgrade of Oracle's Customer Care & Billing (CC&B) version 2.2 to 2.6. The project go-live date is scheduled for February of 2019. CC&B is the Customer Information System that supports the billing functions and accounts receivable processes for all water, sewer, and solid waste accounts. Over \$241 million in annual revenue is managed through this system. The project plan consists of a technical upgrade, as well as functional enhancements to leverage the new features and functions of CC&B v. 2.6.

This change order is requested to specifically address the City of Albuquerque's Solid Waste Department's need to utilize the Online Performance Support System (OPSS) to implement a training program and knowledge transfer system for CC&B version 2.6.

The Solid Waste objectives for this scope of work are:

- Develop a set of training classes to train Solid Waste personnel on using the CC&B application to perform their jobs.
- Implement OPSS and customize the content to reflect Solid Waste business process.
- Incorporate the use of OPSS into the training classes for Solid Waste.

The Water Authority will execute the change order as part of CC&B upgrade SOW and will internally invoice the City of Albuquerque Solid Waste Department for fees applicable to this change order.

FISCAL IMPACT:

Funding in the amount of \$280,000 has been approved and appropriated by the City of Albuquerque for the OPSS/CC&B upgrade change order.

Change Order 3: OCHA5

This Change Order, dated 09/21/18 (this “CO”) is made by Ernst & Young LLP (“we” or “EY”) and Albuquerque Bernalillo County Water Utility Authority (“Water Authority”, “you” or “Client”), pursuant to the Agreement, dated 09/21/18 (the “Agreement”), between EY and Water Authority. The effective date will be the date of last signature.

Except as otherwise specifically set forth in this CO, this CO incorporates by reference, and is deemed to be a part of, the Agreement. The additional terms and conditions of this CO shall apply only to the Services covered by this CO and not to Services covered under any other CO pursuant to the Agreement.

1.0 Background, Objectives and Scope

1.1 Water Authority Background

The Water Authority provides water and wastewater service to approximately 590,000 people in the Greater Albuquerque Metropolitan Area. The Water Authority implemented PeopleSoft in 2005 and upgraded to Oracle Customer Care & Billing (CC&B) version 2.2 in 2009. CC&B is the Customer Information System that supports meter-to-cash processes for approximately 210,000 premises. The Water Authority is currently upgrading Oracle Customer Care and Billing system (CC&B) version 2.2 to the CC&B version 2.6.0.

Solid Waste would like to implement a training and help Online Performance Support System (OPSS) for CC&B version 2.6.0 to reflect their business processes. This is a change order to the CC&B upgrade SOW.

1.2 The Water Authority and Solid Waste Objectives

The Solid Waste objectives for this scope of work are:

- Develop a set of training classes to train Solid Waste personnel on using the CC&B application to perform their jobs.
- Implement OPSS and customize the content to reflect Solid Waste business process.
- Incorporate the use of OPSS into the training classes.

Water Authority will execute the change order as part of CC&B upgrade SOW and will internally invoice Solid Waste for fees listed in section 8.

1.3 Scope

The purpose of this CO is to document the work required to accomplish the objectives listed above including the services to be performed by EY (“Services”), the Water Authority’s and Solid Waste’s responsibilities in enabling EY to perform the Services and any additional tasks related to the performance of the Services. Subject to the terms and conditions of the Agreement and both parties’ performance of their obligations for this work, EY shall perform the work in accordance with the timeline described in Section 5 of this CO.

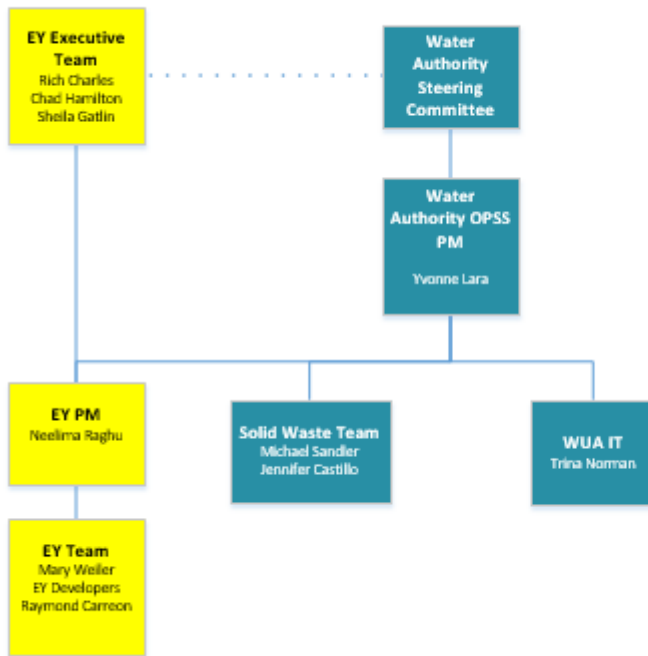
The Water Authority and Solid Waste are solely responsible for their use of the OPSS system and for complying with laws, regulations and licenses applicable to the Water Authority in such use. EY will not be providing legal

advice and will not be responsible for identifying or raising any legal issues or otherwise rendering any legal services, all of which are the sole responsibility of the Water Authority or the Water Authority's legal counsel.

In performing the services, EY will not take any action that EY reasonably believes could impair its independence with respect to any of its audit clients or those of other EY member firms. For example, EY will not instruct, supervise or contract with an entity without first determining in its sole discretion that such an action would not impair our independence.

EY will use its OPSS content and Oracle CC&B product knowledge as a foundation to implement OPSS. Section 3 of this CO respectively addresses the deliverables and activities related to these phases and work streams.

2.0 Staffing



2.1 Water Authority and Solid Waste Staffing

Solid Waste will provide the resources described in the table below to support the Project. These resources will generally be available from noon Monday to noon Thursday.

Role	Name
Executive Sponsors	Stan Allred, Matthew Whelan
Project Manager	Yvonne Lara
Technical/Infrastructure Lead	Trina Norman
Training Lead	Michael Sandler
Training Content Developer 1	Jennifer Castillo

2.2 EY Staffing

Listed below are the planned named EY resources for the project. In addition to the named resources listed, EY will have other team members for the Design, Development and Testing roles. During the course of the project, EY may staff or replace resources. These resources will be qualified and the Water Authority and Solid Waste will approve them for staffing.

Role	Name
Executive Team	Rich Charles, Chad Hamilton, Sheila Gatlin
Engagement Manager	Neelima Raghu
Training Lead	Mary Weiler
Training EY Developers	Alexis Stowe, EY Developers
EY Technical Architect	Raymond Carreon

3.0 Project Activities, Deliverables and Work Products

The following section outlines each stage of the Project with the expectations and assumptions for the stage and the applicable Activities to be performed. Tasks to be performed, roles (R – responsible, P – participate) for each organization, and the associated Work Products or Deliverables are documented within each Activity.

During the engagement, each milestone Activity will be reviewed and approved by EY and the Water Authority and Solid Waste as part of the Acceptance process. Upon approval of all Activities within a milestone for which EY is responsible, EY will invoice the Water Authority for the fee associated with that milestone.

Technology Assumptions

The Water Authority will provide the EY Project team access to office accommodations with adequate workspace, an enclosed Project work area, facilities, computer resources, and normal equipment and business supplies for the duration of the Project. This will include conference rooms, overhead projectors, white boards, desks, and computer communication hook-ups for communication between the Water Authority and EY local and remote systems for each Project team member; computers and other facilities for training; printers; and nominal administrative support when requested.

1	The Water Authority will provide the following learning technology software to Water Authority resources to be used to maintain and update training content: Adobe captivate, Help & Manual Professional, Zoom Search Engine (Professional edition), Microsoft Office (PowerPoint, Word).
2	The Water Authority is responsible for providing remote access via VPN for EY Manila and all other remote Project members.
3	EY's on-site staff will provide their own laptop computers. EY computers will have comparable security standards to those of the Water Authority and will have current antivirus software. EY will have Internet access to the EY network for communication as described above. EY staff will also have access to the Water

	Authority network for Project-related documents and software. The Water Authority will have a high-speed Internet connection and VPN (virtual private network) access established when EY arrives on-site.
4	The Water Authority will provide administration and management for platforms, including, but not limited to, establishing regular backup procedures to secure the new operating environment and general housekeeping activities. EY will provide information and guidance as to what is expected regarding application administration. Such activities may include, at the request of EY, management of EY software delivered to, or being developed on, the Water Authority's platform.
5	The Water Authority will maintain annual technical support for the OPSS software throughout the term of the services and maintain software updates required for EY to satisfactorily perform its services. The CC&B version and the SP version to be implemented as part of OPSS will be decided at the beginning of the project.
6	The Water Authority will communicate with vendors and departments within the organization and facilitate their participation in the Project when appropriate and be responsible for the timeliness and quality of their activities and work product.
7	The Water Authority is responsible for creation, maintenance and issue investigation for Project application and database environments.
8	All backup and restore activities are the responsibility of the Water Authority.
9	All disaster recovery and business continuity are the responsibility of the Water Authority.
10	The Water Authority is responsible for configuration and management of the Water Authority desktop environment needed for the OPSS system.
11	The Water Authority will coordinate with hardware vendors to provide preventative and corrective maintenance for the provided hardware utilizing agreed-upon maintenance windows.
12	The Water Authority is responsible for all anti-virus support on the Water Authority OPSS Solution-related servers and workstations.
13	The Water Authority will provide network communications from the Project site to the Water Authority's Data Center with sufficient bandwidth to support Project activities.

3.1 Project Management

EY will provide project management services to coordinate and manage the activities, tasks and responsibilities under the change order. Water Authority and Solid Waste resources will be paired with EY resources at each level (Sponsor, Project Manager and Work Stream) to provide input and coordinate work required by the Water Authority and Solid Waste. This will also facilitate knowledge transfer.

Changes to the scope or delays of the Services as outlined in this CO may impact the Project Plan and the charges. Project Management activities are not tied to a specific milestone since they will continue throughout the project.

3.1.1 Project Management Responsibilities

Solid Waste OPSS project will be managed as per the project management responsibilities listed in CC&B Upgrade SOW. Project status and reporting will be included as part of CC&B Upgrade project status reporting. The tasks associated with Solid Waste OPSS change order will be part of CC&B upgrade project plan. The project plan will be handled as per the details provided in CC&B upgrade SOW.

3.2 Solid Waste OPSS Assessment Phase

During the Assessment Phase EY and Solid Waste will assess the current state of training and materials and map a future state.

3.2.1 OPSS Assessment Phase Responsibilities

The table below addresses the Parties' responsibilities during the Assessment phase.

NOTE: In the Milestone / Id column the first number corresponds to the Milestone Payment referenced in the Pricing section. The second number is the Milestone Activity identifier, which will be used for tracking purposes.

Milestone / Id	Activity	Description	EY	Solid Waste and Water Authority
1.1	OPSS Kickoff and Meeting	The parties will jointly prepare and present the overall OPSS Project road map, methodology, major activities and deliverables. Introduce the work stream leads, align goals and set expectations.	R	R
1.2	Project Plan	EY and Solid Waste will draft the initial Project tasks and update the CC&B upgrade project plan with OPSS tasks.	R	R
1.3	Training Assessment	EY will perform analysis regarding the users and roles within the Solid Waste in order to validate the curriculum required for Solid Waste end-user training. EY will complete a user/task analysis and conduct a gap analysis to identify any missing documentation or training materials, and changes to business processes.	R	P
1.4	Curriculum Validation	EY will verify the pre-existing materials created by EY and Solid Waste during the CC&B Upgrade assessment phase against the User Task Analysis Matrix (a component of OPSS methodology) to ensure all end-user tasks have been identified and 'mapped' to the appropriate courses. EY will confirm and finalize the curriculum with the project workstream leads and the appropriate stakeholders.	R	P
1.5	Learning Technology Approach	EY will define the learning technologies approach in order to optimize the use of learning technologies throughout the Water Authority, considering pre-go live and post-go live use of the technologies. EY will determine the most effective way to integrate the content from current User Manual and Online Performance Support System (OPSS).	R	P
1.6	Training Delivery Planning	EY will work with the Water Authority and Solid Waste to create a detailed training schedule to determine how many classes will need to be conducted and the timeframe for instructor-led training.	R	P

Milestone / Id	Activity	Description	EY	Solid Waste and Water Authority
1.7	Solid Waste OPSS Assessment Phase complete	Initial Assessment Complete and Assessment Documentation provided		OPSS Milestone 1

3.3 Installation Phase

During the Installation phase, EY will perform the technical activities of the project required to set up the new OPSS environments.

3.3.1 Installation Phase Responsibilities

The table below addresses the Parties' responsibilities during the Installation phase.

Milestone/I D	Activity	Description	EY	Water Authori ty
2.1	Infrastructure and Install a OPSS environment	Solid Waste will be using the existing infrastructure in place for Water Authority OPSS project. EY will assist with the development environment access and set up for Solid Waste developers. Solid Waste developers will install Help and Manual and Zoom on their laptops.	P	R
2.3	Solid Waste OPSS Installation Phase Complete	OPSS Development environment is up and available for EY and Solid Waste content developers		OPSS Milestone 2

3.4 OPSS Development Phase

During the Development phase, EY and the Solid Waste will develop the OPSS content.

3.4.1 OPSS Development Phase Responsibilities

Milestone / Id	Activity	Description	EY	Water Authority
3.1	EY Training Development	<p>EY will develop comprehensive role-based course materials for end-users for the CC&B application.</p> <p>EY will use its pre-built instructor-led training courses as a starting point, and tailor the materials to the Solid Waste use of the systems.</p> <p>Based on the curriculum design approved by the Solid Waste, EY will work with the Water Authority and Solid Waste to develop the appropriate foundational and role-based course materials, along with job aides, work instructions (procedures), post course assessments, and post-course practice worksheets.</p>	R	P
3.2	Solid Waste Training Development	<p>Solid Waste training developers will assist with the development of training materials, including participant and instructor materials, exercises, and slide presentations.</p> <p>Solid Waste training developers and SMRS will review course materials developed by other training team members to ensure content accuracy and adherence to style and format standards.</p> <p>Solid Waste training developers will develop simulations and work instructions in collaboration with EY training developers.</p> <p>Solid Waste training developers and SMRS will participate in team meetings and proactively communicate progress and risks to Training Team Lead and other team members.</p> <p>Solid Waste training developers will define training data requirements, setup and/or enter and test the training data against scenarios for walkthroughs and exercises.</p>	P	R
3.3	Solid Waste OPSS Development Complete	Solid Waste OPSS Content updates reflecting Solid Waste procedures complete	OPSS Milestone 3	

3.5 Solid Waste OPSS Training Phase

During this phase EY team will train the Water Authority and Solid Waste core team on OPSS and CC&B 2.6.0 functionality.

3.5.1 OPSS Training Phase Responsibilities

The table below addresses the Parties' responsibilities during the Training phase.

Milestone /ID	Activity	Description	EY	Water Authority
4.1	Training class setup	Solid Waste will be responsible to ensure that all training attendees have basic computer (Windows and Internet) skills. Solid Waste to develop a Training Plan and Schedule of classes for End-User Training. EY will conduct Train-the-Trainer Training for any new business process changes and any new functional changes that CC&B 2.6 introduced.	P	R
4.2	Train-the-Trainer	EY will deliver Train-the-Trainer to the trainers (i.e., the Solid Waste CC&B Upgrade Core team) who will facilitate end-user training classes. The Train-the-Trainer program will focus on courses that will be taught repeatedly, such as customer service, revenue management, and field operations.	R	P
4.3	End User Training	The Solid Waste Trainers trained by EY will deliver the end user training using OPSS for Solid Waste team	P	R
4.4	Training Complete	EY completes the CC&B 2.6.0 training sessions on OPSS for Solid Waste Core team	OPSS Milestone 4	

3.6 Support Phase

The objective of the Support phase is for EY to support the Water Authority and Solid Waste in the performance of the day-to-day operational activities of the new OPSS system.

3.6.1 Support Phase Responsibilities

The table below addresses the Parties' responsibilities during the Support phase.

Milestone/ID	Activities	Description	Responsibility	
			EY	Water Authority
5.1	End User Training	Solid Waste Trainers trained by EY will deliver the end user training using OPSS.	P	R

Milestone/I D	Activities	Description	Responsibility	
			EY	Water Authorit y
5.2	Delivery Support	EY will support the delivery of end-user class sessions, ensuring that questions regarding system functionality are answered effectively and any follow-up items are tracked, resolved, and the answers communicated to the impacted groups. Solid Waste will identify the number of users who will require role-based instructor-led training.	R	P
5.3	Knowledge Transfer	EY will conduct knowledge transfer sessions to Client team members who will maintain business processes and training materials.	R	P
5.4	Procedure Change Management	EY will develop a business process content change procedure document to ensure OPSS content remains current.	R	P
5.5	Support Phase Complete	End user training complete.	OPSS Milestone 5	

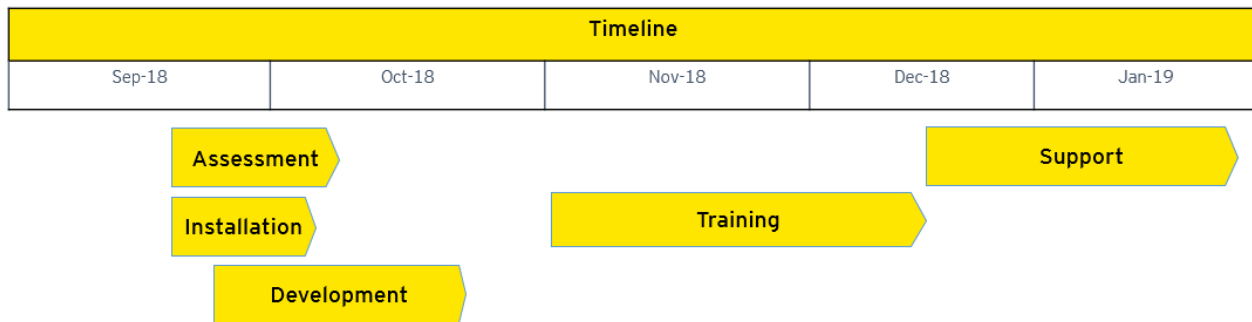
4.0 Acceptance and Escalation Procedures

The scope of work stated for OPSS will follow the acceptance and escalation procedures defined in CC&B upgrade SOW.

5.0 Project Timing

The period of performance for this CO will be 09/24/01/18 through 1/31/19.

The following chart outlines the project phases and timing.



6.0 Place of Performance

The primary work location will be ABCWUA 505 Marquette Ave. NW, Albuquerque, NM 87102. Other locations may be used as determined by the Joint Project team. Consultants may be required to travel throughout the Water Authority's service territory for specific, short-term assignments.

The Water Authority will provide access to the following:

- Workspace at the Water Authority Facility
- The Water Authority Computer Network
- Meeting and Conference Rooms
- Projectors
- Local Printer Access

7.0 Contacts

You have identified Yvonne Lara and Michael Sandler as your contacts with whom we should communicate about these Services. Your contacts at EY for these Services will Rich Charles, Chad Hamilton and Neelima Raghu.

Primary Points of Contact for this Change Order are:

Water Authority

Yvonne Lara

Phone: +1 (505) 289 3069

Email: ylara@abcwua.org

Solid Waste

Michael Sandler

Phone: +1 505.761.8332

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Neelima Raghu

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8.0 Fees

The General Terms and Conditions of the Agreement address our fees and expenses. All software costs (licensing and maintenance) for the components that comprise OPSS will be the Water Authority's responsibility.

Our fees for the Services will be based on a fixed price. Changes in scope, duration, or resources of the project may result in a change order that affects the total Fee.

The total fees for the engagement is \$280,000.00. These Fees do not include any applicable taxes that may be billed by EY to be remitted to the New Mexico Tax and Revenue Department.

The Planned completion dates below are estimated dates and are subject to change upon the approval of EY, Water Authority and Solid Waste Project managers. This may result in change order which could affect the total cost of the project

Fees will be invoiced upon completion of each project milestone as follows:

Milestone	Milestone Description	Planned Completion	Amount
1	Assessment complete	Oct-18	\$56,000
2	Installation complete	Oct-18	\$56,000
3	Development Complete	Nov-18	\$56,000
4	Training Complete	Dec-18	\$56,000
5	Support Complete	Jan-19	\$56,000
		Total	\$ 280,000.00