ORIGINAL
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Contract No.: 162-9551

Agreement to Supply: UTILITY BILLING CONSULTING SERVICES/PROJECT MANAGEMENT

This agreement, made and entered into this the _____ day of _____, 2006, is by and between the **CITY OF FORT LAUDERDALE**, a Florida municipality, City Hall, 100 North Andrews Avenue, Fort Lauderdale, FL 33301, hereinafter called the "City" and

Name of **CONTRACTOR**: **TMG Consulting, Inc.**

Address: **9210 Honeycomb Drive** City: **Austin** State: **TX** Zip: **78737**

A Corporation ☑ A Partnership ☐ An Individual ☐ Other: _____

authorized to do business in the State of Florida, hereinafter called the "Company" or "Contractor." Witnesseth that: Whereas, the City did advertise and issue a Request for Proposal (RFP) for supplying the requirements of the City for the items and/or service listed below and the Contractor submitted a proposal that was accepted and approved by the City.

Formal authorization of this contract was adopted by the City Commission on: **October 17, 2006 Pur-09**

Now, therefore, for and in consideration of the premises and the mutual covenants herein contained, the parties covenant and agree as follows:

1. The Company agrees to sell to the City and the City agrees to buy from the Company, during the 18 month period beginning **11/07/06** and ending **05/07/08** for the requirements listed above and according to the following specifications, terms, covenants and conditions:

a. The Request for Proposal containing General Conditions, Special Conditions, Specifications, addenda, if any, and other attachments forming a part of RFP Number 162-9551 and the Contractor's proposal in response, form a part of this contract and by reference are made a part hereof.

b. In construing the rights and obligations between the parties, the order of priority in cases of conflict between the documents shall be as follows:

1) This contract Form G-110, Rev. 12/00
2) The City's RFP and all addenda thereto
3) Contractor's proposal in response to the City's RFP

c. Warranty: The Company by executing this contract embodying the terms herein warrants that the product and/or service that is supplied to the City shall remain fully in accord with the specifications and be of the highest quality. In the event any product and/or service as supplied to the City is found to be defective or does not conform to specifications the City reserves the right to cancel that order upon written notice to the Contractor and to adjust billing accordingly.

d. Cancellation: The City may cancel this contract upon notice in writing should the Contractor fail to reasonably perform the service of furnishing the products and/or services as specified herein upon 30 days written notice. This applies to all items of goods or services.

e. Taxes Exempt: State Sales (#16-03-196479-54C) and Federal Excise (#59-600319) Taxes are normally exempt, however, certain transactions are taxable. Consult your tax practitioner for guidance where necessary.

f. Invoicing: Contractor will forward all invoices in duplicate for payment to the following: Finance Department, 100 N. Andrews Avenue, 6th Floor, Fort Lauderdale, FL 33301. If discount, other than prompt payment terms applies, such discount MUST appear on the invoice.

2. Contract Special Conditions: The following special conditions are made a part of and modify the standard provisions contained in this contract Form G-110.

3. Contract Summary:

a. Attachments:

TMG Consulting Inc.'s response to the RFP and a copy of the RFP document.

b. Payment Terms: **Per RFP**

c. Delivery: **Per RFP**

d. Insurance: Yes ☑ No ☐

e. Performance Bond/Letter of Credit: Yes ☐ No ☑

f. Procurement Specialist's Initials: **MW**

4. Contractor's Phone Numbers: ***Office:*** **512-288-2655** ***Mobile:***

5. Contractor's Fax Number: **512-288-2622**

6. Contractor's E-Mail Address: gregg@tmgconsulting.com ***Website:***

City of Fort Lauderdale

By: _____
Director of Procurement Services (City Manager's Designee)
Auth: Sec. 2-180(8) of Code and Procurement Memo No. 04-03

Date: 11/15/06

_____
Assistant City Attorney (approved as to form)

Date: 11/3/6

Contractor/Vendor

GREGORY E GALLUZZI
Name of Company Officer (please type or print)

By: _____
Authorized Officer's Signature

Title: PRESIDENT

Date: 11/13/06

GREGORY E GALLUZZI
Secretary (please type or print)

Attest: _____
Signature of Secretary

City of Fort Lauderdale

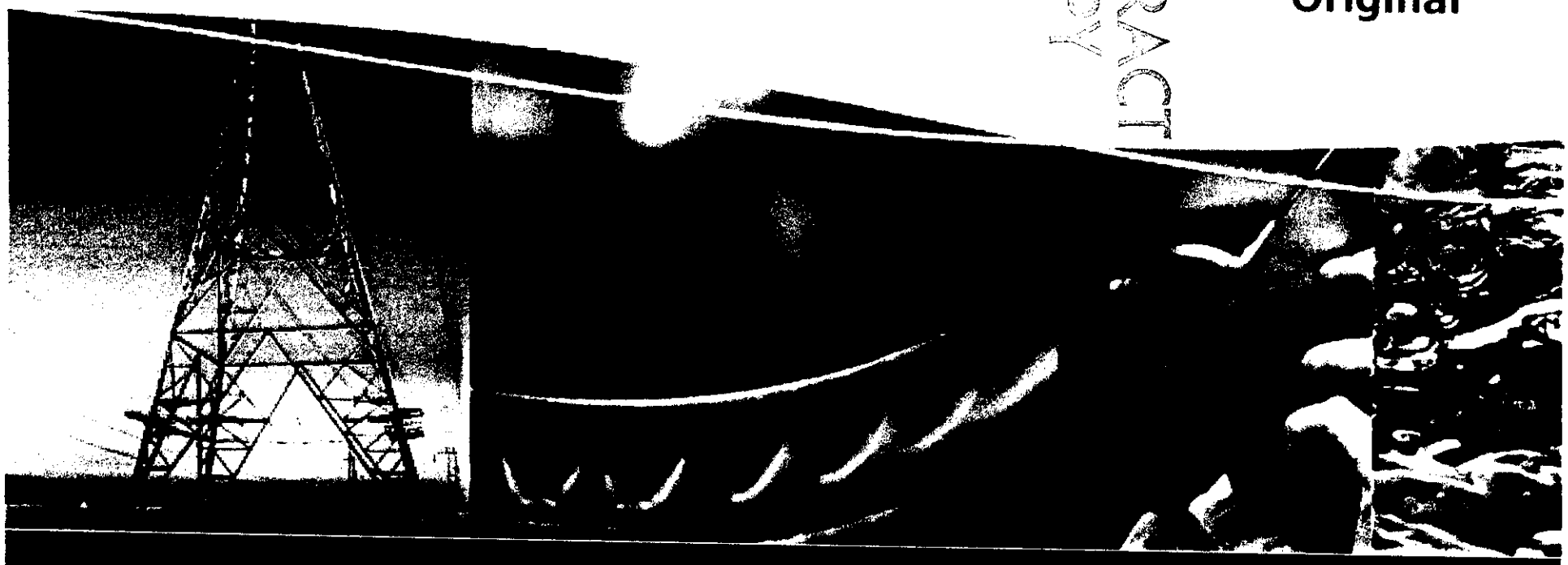
Utility Billing Consulting Services/Project Management
Request For Proposal: 162-9551

Submitted By: TMG Consulting, Inc.
9210 Honeycomb Dr.
Austin, Texas 78737
Contact: Greg Galluzzi, President

TMG consulting

CONTRACT COPY

Original



PRESENTED BY TMG Consulting | August 17, 2006

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Introductory Letter

August 17, 2006

Michael F. Walker
City of Fort Lauderdale, Florida
Department of Procurement Services
100 N. Andrews Avenue, Suite 619
Email: mwalker@fortlauderdale.gov

Dear Mr. Walker:

TMG Consulting (TMG) is pleased to present this proposal to the City of Fort Lauderdale (City) for consulting services regarding Utility Billing Consulting Services/Project Management. TMG is uniquely qualified to assist with this important CIS initiative, consider the following:

- TMG has worked with 90 utility clients to evaluate and selection a new utility billing or CIS solution.
- TMG has worked with all of the leading CIS vendors.
- TMG has participated in over 34 utility billing installation efforts.
- TMG has worked with 60 water utilities to successfully complete their CIS initiative. We have never had a failed CIS project.

TMG understands the City is seeking to replace the existing Utility Billing System with a new utility billing and associated systems solution. The existing system has been in use since 1996 and contains essential data regarding the City's utility billing customer base. The new system should accommodate a minimum of 100 users and service to 57,000 water, 35,000 sewer, 37,000 sanitation, and 54,000 storm water customers.

The City is seeking a qualified CIS consultant to assist with the successful completion of three project phases:

- Phase 1 – Needs Assessment and RFP Process
- Phase 2 – Vendor Evaluation, Selection, and Negotiations
- Phase 3 – Installation Assistance

The first two phases are to be completed within 6 months and the final phase is expected to take 12 months to successfully implement the new Utility Billing System. TMG is fully committed to working with the City to complete this work within the requested timeframe.

TMG has taken no variances or exceptions to the specifications, terms and conditions of the RFP.

We understand the importance and complexities of this initiative to the City and appreciate the opportunity to provide our qualified staff to assist you with a successful selection and implementation effort. Please contact me with any questions regarding this proposal.

Sincerely,

AUTHORIZED TO MAKE REPRESENTATIONS FOR TMG CONSULTING
Greg Galluzzi, President
9210 Honeycomb Dr.
Austin, Texas 78737

p. 512.288.2655 x12
e. gregg@tmgconsulting.com

PROPOSAL SIGNATURE PAGE

TO: The CITY of Fort Lauderdale, FL

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the RFP. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this proposal.

Please Note: If responding to this solicitation through RFP Depot, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version.

Proposal submitted by: Greg Galluzzi 08/17/06
(signature) (date)

Name (printed) Greg Galluzzi Title: President

Company: (Legal Registration) TMG Consulting, Inc.

CONTRACTOR, IF FOREIGN CORPORATION, SHALL BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUE §607.1501 (visit http://www.dos.state.fl.us/doc/)

Address: 9210 Honeycomb Drive

CITY Austin State: TX Zip 78737

Telephone No. 512-288-2655 FAX No. 512-288-2622

E-MAIL: gregg@tmgconsulting.com

Does your firm qualify for MBE or WBE status In accordance with Section 1.08 of General Conditions? No MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in his proposal:

Addendum No.	Date Issued

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of RFP, attachments or proposal pages. No variations or exceptions by the Proposer will be deemed to be part of the proposal submitted unless such variation or exception is listed and contained within the proposal documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your proposal complies with the full scope of this RFP.

Variances:

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall discloses below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they hold a controlling financial interest (ownership of five (5) percent or more), unless in their City duties they are not involved in:

3.3.1 The award of the contract, or
3.3.2 Determining contract provisions, or
3.3.3 The enforcement of the contract.

3.4 Immediate family members (spouse, parents, children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME	RELATIONSHIPS
None	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Questionnaire

Please print or type:

1. Provide three references for which you have performed similar services.

Company Name: Orlando Utilities Commission

Address: 500 S. Orange Avenue, Orlando, FL 32801

Contact Name: Leslie Temmen

Telephone: 407-236-9622

Company Name: City of Albuquerque

Address: One Civic Plaza, 8th Floor, Albuquerque, NM 87102

Contact Name: Clint Hubbard or Chris Framel

Telephone: 505-768-2930 or 505-768-2907

Company Name: City of Virginia Beach

Address: 2412 North Landing Road, Virginia Beach, VA 23456

Contact Name: Bob Montague

Telephone: 757-427-4914

2. Number of years experience the proposer has had in providing similar services:

26 Years

3. Have you ever failed to complete work awarded to you? If so, where and why?

No

4. List appropriate licenses as issued by Broward County.

None

5. Briefly describe the number of employees and supervisors available for this contract and the firm's ability to secure subcontractors, if necessary.

5 available, plus subcontractors

6. Briefly describe your firm's financial status and provide proof of adequate line of credit or other financial assets to access funds for construction of multiple projects during the same time period.

TMG is a viable and ongoing entity that has been in business for 14 years.

The proposer understands that the information contained in these proposal pages is to be relied upon by the City in awarding the proposed contract, and such information is warranted by the proposer to be true. The proposer agrees to furnish such additional information, prior to acceptance of any proposal relating to the qualifications of the proposer, as may be required by the City.

Please review the questionnaire to make sure all questions have been answered. Attach additional sheets if necessary. Failure to answer each question could result in the disqualification of your bid.

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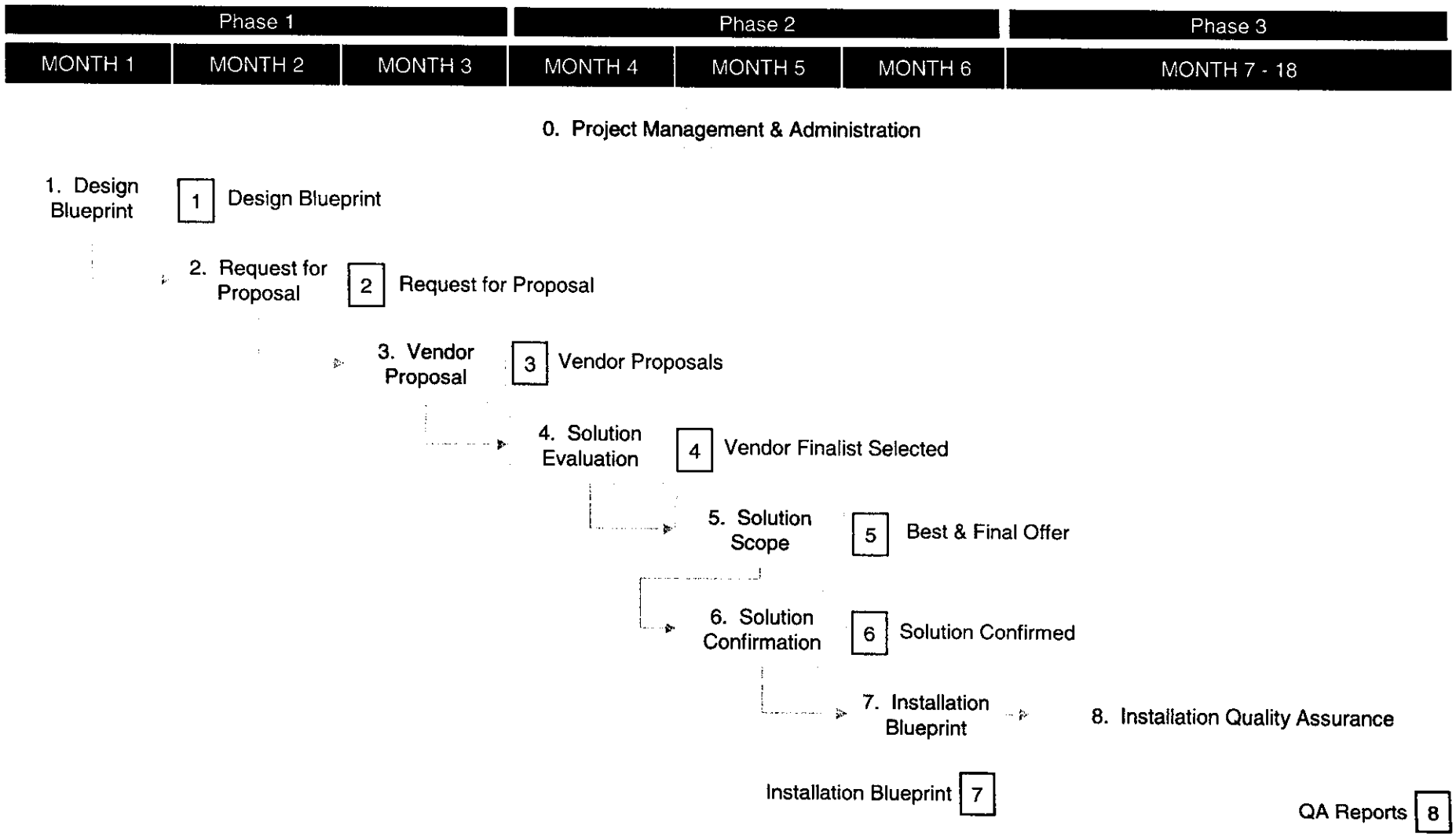
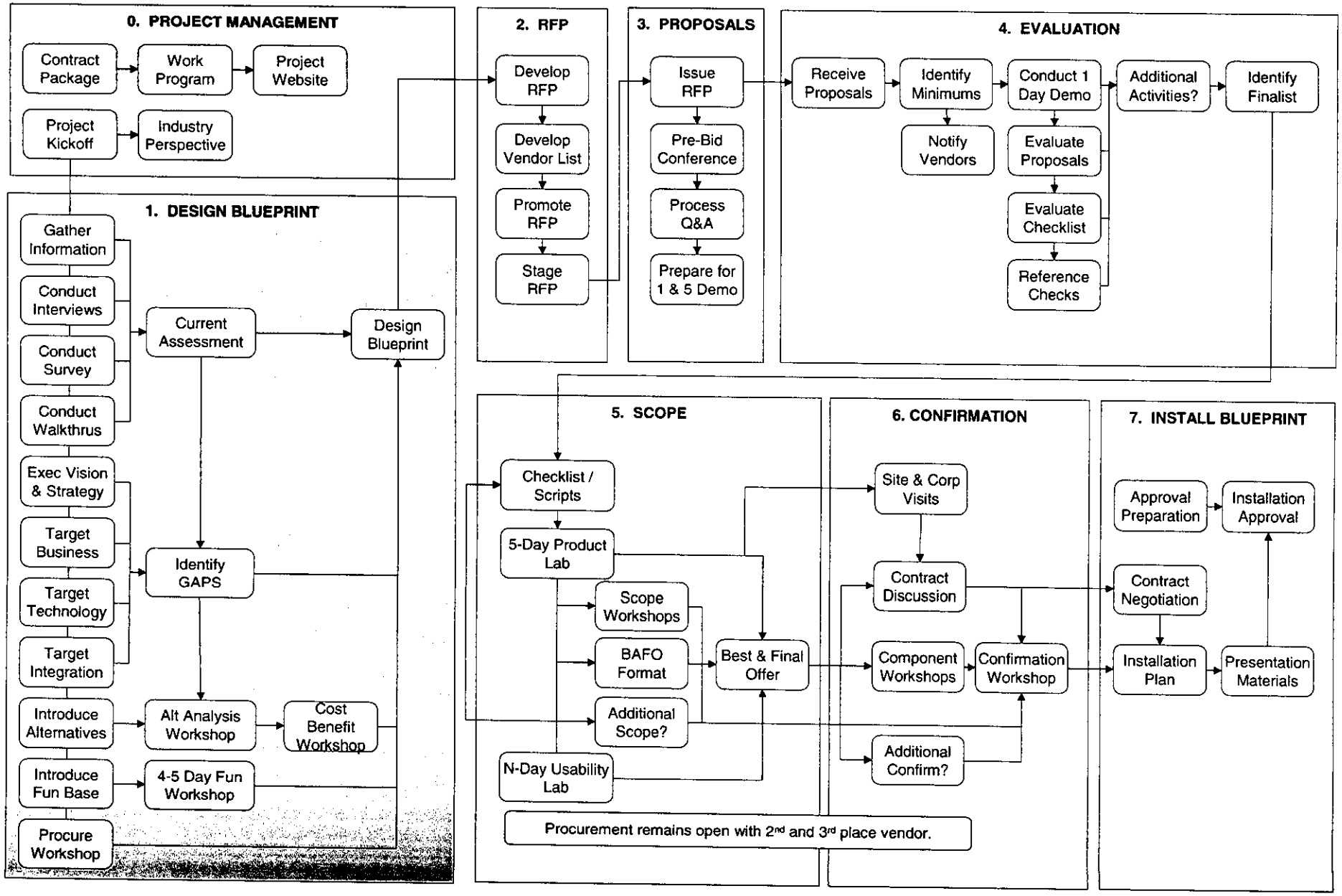
TMG Schedule & Major Activities

TMG Consulting is proposing the following schedule, major work phases, and associated milestones associated with any CIS evaluation, selection, and installation process. TMG has condensed its 7 month selection effort into 6 months to conform to the City's request. We are assuming a 12 month installation effort.



TMG Selection Activity Roadmap



0. PROJECT MANAGEMENT

The project management activity consists of the following primary tasks:

0.0 Project Management Project management/administration activities will be performed for the duration of the project.

- Complete contractual documents
- Confirm invoicing and reporting
- Confirm other project management requirements
- Administer the website
- Administer the work plan
- Provide team direction

0.1 Obtain Executive Support TMG Consulting will assist the Client with the following activities:

- Form Steering Committee
- Choose Project Team
- Create Team Roster with contact information

0.2 Project Kickoff Planning

- Prepare Kickoff Materials
- Schedule Kickoff Meeting

0.3 Project Website

- Review Project Website with the Client
- Approve Use of Project Website
- Develop/Update Project Website

0.4 Define the Project Charter

- Develop Project Statement
- Develop Business Drivers/Background
- Identify Potential Benefits
- Identify Internal and External Stakeholders
- Identify Business Impacts by Organization
- Define Project Team Roles and Responsibilities
- Define Project Objectives
- Identify Project Constraints
- Approve Initial Charter

1. Design Blueprint - Description

1.0 DESIGN BLUEPRINT

This rapid design activity consists of the following primary tasks:

1.1 Industry Perspective. TMG Consulting will conduct an Industry Perspective Workshop to present the current CIS and Utility Industry marketplace. TMG Consulting will utilize survey data collected across the industry and our experience across 100 utilities to assist in the development of strategies and target environment, the identification of gaps, and the identification of alternative CIS scenarios.

1.2 Gather Information. The first major effort will be to gather information in order to provide information to subsequent project activities.

1.2.1 Interviews and Surveys. A few key executives, managers, and key staff will be interviewed. All other individuals will be extended a survey which is completed using TMG's secure project website. The interview and survey results provide input to subsequent analysis and assessment activities.

1.2.2 Gather Business, Technical, and System Information. TMG Consulting will request specific information regarding current business operations, technology infrastructure and platforms, and information specific to each CIS application. This will allow the project team to better understand the starting point or foundation for subsequent GAP and alternative analysis.

1.2.3 Walkthroughs. If information is not readily available regarding the current business or technical environment TMG Consulting may require walkthroughs of the facilities to observe the technical environment or business operations. Activities include: identify the need to conduct walkthroughs, identify sites and workgroups requiring a walkthrough, schedule the walkthroughs, conduct the walkthroughs, and document walkthrough results.

1.2.4 Documentation. Obtain all relevant reports and studies. If possible and as required follow-up with consultants and/or staff responsible for the study or report.

1.2.5 Review Current System. A review of the current system(s) being evaluated for [potential] replacement.

1.3 Executive Vision and Strategy. Conduct a half-day executive vision and strategy session to document overall strategy, objectives, and critical success factors.

1.4 Target Business. Conduct a half-day business working session. Components may include: Market Strategy, Service Strategy, Customer Centric Position, and Business Objectives.

1.5 Target Technology. Conduct a half-day target technology working session. Components may include: System Strategy, System Scope, Technical Objectives, and Technology Trends.

1.6 Target Integration. Conduct a half-day target integration working sessions. Components may include: definition of key integration and interface points including one-way and two-way automated and key manual interfaces.

1.7 Functional Requirements. Conduct a half-day baseline requirements review to walkthrough the TMG Consulting requirements template. Conduct a 4-5 day workshop to review and modify the TMG Consulting templates to reflect specific requirements.

1.8 Procurement Requirements. Conduct a half-day Procurement workshop to understand and formulate the procurement strategy and requirements including: minimum solution requirements, procurement schedule and associated activities, evaluation criteria and related items.

1.9 Identify Gaps, Issues, and Items for Consideration. Using the current environment as a baseline, TMG Consulting will compare the target environment to formulate where change needs to occur and what the impact is. Any open issue will be documented for later follow-up and resolution as required.

1.10 Alternative Identification and Analysis. Alternative scenarios to be pursued for a solution will be identified, the alternatives will be evaluated and an optimum alternative identified. Activities include: formulate alternative scenarios, for each scenario provide a description, provide positive and negative perspective, identify resource requirements, identify installation costs, identify ongoing costs, identify the development timeframe, identify project risk, identify evaluation criteria, develop criteria weighting, score the alternatives and identify the optimum alternative scenario.

1.11 High-Level Cost and Benefit Identification. Activities include: for the optimum alternative refine installation and ongoing costs, develop installation and ongoing operation pricing, develop a disbursement schedule, develop an allocation schedule, identify incremental costs on a per customer basis, identify tangible cost saving benefits, identify tangible cost reduction benefits, identify revenue enhancement benefits, identify intangible benefits, formulate the cost / benefit and identify return on investment.

1.12 Design Blueprint. Activities include: compile all components of the report, prepare a draft of the report, prepare a draft of an executive summary, issue drafts for review, receive and process updates, compile the final report and executive summary, prepare presentation materials, conduct presentations as required.

1. Design Blueprint - Activity Matrix

Event Name	Type	Duration	Event Objective	Client Attendance / Responsibility
Gather Information	Checklist	5 days	A list of desired information and materials from both internal and external sources.	Gather electronic versions and email. Mail hardcopy documents.
Conduct Interviews	Face to Face Interviews	2 days	Interview executives, managers and key staff to obtain information & perspective.	Identify personnel to participate in the interview process. (30 min max for exec/mgrs. 45 min for users/technicians).
Conduct Surveys	Web Survey	5 days	Feedback regarding current system, negative and positive aspects, needs and wishes for the future.	Notify personnel of the intent of the survey and direct them to the website to complete.
Conduct Walkthroughs	Physical Walkthrough	4 hours	Observe business and technical operations as required to fill holes in documentation and information.	Assist in the identification of locations and workgroups of value.
Review Current System(s)	Interactive Workshop	4 hours	Understand all aspects of the current system(s) being evaluated.	Personnel responsible for maintaining and supporting the current system.
Executive / Senior Mgmt Vision & Strategy Workshop	Interactive Workshop	4 hours	Conduct workshop to identify and confirm vision and strategy.	Senior management attends. Client to determine need to involve senior executives.
Target Business Environment Workshop	Interactive Workshop	4 hours	Conduct workshop to identify target business environment.	Core team + key users and business personnel.
Target Technology Environment Workshop	Interactive Workshop	4 hours	Conduct workshop to identify target technical environment.	Core team + key technical staff and CIS personnel.
Target Integration Environment Workshop	Interactive Workshop	4 hours	Conduct workshop to identify target integration and interface points.	Core team + interfacing workgroups and technical personnel.
Introduction to Alternatives Session	Planning Session	2 hours	Review alternative model to determine valid alternatives and evaluation criteria.	Core team.
Introduction to Requirements Checklist Session	Planning Session	2 hours	Conduct workshop to introduce checklist, develop review schedule, participants, and use of checklist in the procurement.	Core team.
Procurement Workshop	Interactive Workshop	4 hours	Conduct workshop to review and customize the procurement process.	Core team attends + purchasing person (optional: conduct with purchasing only)
Extensive Requirements Checklist Workshops	Interactive Workshops	40 hours	Conduct workshops to modify and weight base requirements checklist.	Core team attends + area specialists as required to support core team.
Current Assessment Session	Interactive Review	4 hours	Present and receive buy-in of current environment assessment	Core team.
Alternative Analysis Workshop	Interactive Review	4 hours	Review evaluation model and findings. Modify to reflect discussion. Agree on optimal solution. Discuss Cost/Benefit models, format, and forms to be used. Make assignments.	Core team.
Cost/Benefit Analysis Workshop	Interactive Review	4 hours	Review results of the cost/benefit data and analysis. Modify to reflect discussion.	Core team.
Design Blueprint Review & Presentation	Interactive Review	4 hours	Present a draft of the design blueprint and update to reflect discussion.	Core team.

2. Request For Proposal - Description & Activity Matrix

2.0 REQUEST FOR PROPOSAL

TMG Consulting understands the importance of adhering to defined procurement procedures and will follow-up with the Purchasing and Legal Departments as required to close any procurement issues identified during the design blueprint work.

2.1 RFP Development. TMG Consulting will confer to identify purchasing and legal requirements and preferences. TMG Consulting will utilize it's RFP accelerator and modify it to incorporate specifics identified during phase 1 activities and documented in the blueprint. The RFP will be issued for review and revision. TMG Consulting assumes up to two drafts will be required but will support as many drafts as required to achieve an approved final RFP. The RFP will include solution checklists and pricing templates to be used by the vendors in responding to the RFP.

2.2 Qualified Vendors. TMG Consulting possesses excellent knowledge of available core and extended customer based solutions. Using this knowledge TMG Consulting will provide a list of qualified vendor solutions. TMG Consulting will combine its list with any that may have developed to date.

2.3 Issue RFP. TMG Consulting will work closely with purchasing to insure proper advertising, communication and distribution of the RFP occurs. TMG Consulting will utilize its www.cisworld.com site to promote electronic interaction throughout the procurement process.

Activity	Type	Duration	TMG Consulting Responsibility	Client Attendance / Responsibility
Develop Draft RFP	Hardcopy & Electronic Copy	40 hours	Use TMG Consulting RFP template (or other document as directed) as the baseline and update using information from design blueprint to produce the draft RFP.	Core Team + Purchasing + Legal Answer TMG Consulting questions as required.
Review Draft RFP & Update	Hardcopy & Electronic Copy	15 days	Review the draft RFP, Pricing Sheets, Requirements Checklist or Solution Checklist, and Vendor Distribution List. Perform updates.	Core team + Purchasing + Legal to review and request changes or approve.
Develop RFP Distribution & Update	Hardcopy & Electronic Copy	40 hours	Develop a list of qualified vendors and review. Incorporate others as required to fulfill specific requirements e.g. local business, minority firm, woman owned firm.	Core team + Purchasing to review and add vendors to the distribution list.
Promote RFP to Vendors	Emails & Telephone Calls	8 hours	TMG Consulting will contact vendors on the Vendor Distribution List and prepare them for receipt of the RFP. Begin taking calls from vendors.	Support efforts as required.
Release Final RFP Package	Hardcopy & Electronic Copy	8 hours	TMG Consulting provides final RFP package.	Core team + Purchasing + Legal to perform any other activities necessary for release of the RFP.
Approval to Stage RFP	Hardcopy & Electronic Copy	8 hours	TMG Consulting stages web page, notifies vendors via email of availability and as required mails hardcopy of the RFP package.	Support efforts as required.

3. Vendor Proposals - Description & Activity Matrix

3.0 VENDOR PROPOSAL

This phase consists of the following two primary activities:

3.1 Vendor Coordination. TMG Consulting will facilitate and coordinate vendor responses. TMG Consulting will function as the primary RFP point of contact and will respond to vendor questions regarding the RFP and the procurement process. TMG Consulting will conduct the vendor pre-proposal conference.

3.2 Evaluation Preparation. During the period vendors are preparing their proposals, TMG Consulting will facilitate the identification and development of an approach to the detailed 5-day product review to occur during product confirmation activities. TMG Consulting will work to further detail requirements through business scripts or supplemental documentation. In preparation for receipt of the vendor proposals TMG Consulting will work to refine solution evaluation criteria and review the vendor scoring worksheet.

3.3 Proposals Received. The Client will formally receive the proposals, rejecting those which do not meet submission criteria (e.g. proposals cannot be faxed, must be submitted by a specific date and time). The proposals are logged and distributed to the team members.

Activity	Type	Duration	TMG Consulting Responsibility	Client Attendance / Responsibility
Issue RFP's Upon Request	Hardcopy & Electronic Copy	20 days	TMG Consulting will take direction about issuing the RFP to others who may wish to participate outside of the Vendor Distribution list.	Support as required.
Receive Vendor Questions	Fax, Electronic, Hardcopy	10 days	TMG Consulting will function as point of contact and coordinate the receipt of vendor questions.	Support as required.
Administer Questions & Answers	Electronic Document	5 days	TMG Consulting will formulate responses as required. Upon approval TMG Consulting will publish to the website for subsequent download by vendors.	Support as required, review TMG Consulting responses and approve for release.
Provide 1 Day Demonstration Schedule & Outline	Electronic Document	24 hours	TMG Consulting will provide a proposed 1 day demonstration schedule with the items to be covered in the demonstration. TMG Consulting will update to incorporate specific comments and requirements.	Core team to review the TMG Consulting proposed 1 day demonstration schedule and content. Return comments to TMG Consulting. Begin identifying demonstration dates and facilities and participants.
Provide Reference Check Approach & Outline of Questions	Electronic Document	24 hours	TMG Consulting will provide a proposed reference check outline of questions and general suggestions to be followed in conducting the reference checks	Core team to review the TMG Consulting proposed list of questions. Return comments to TMG Consulting.
Provide Evaluation Score Sheet	Electronic Document	24 hours	TMG Consulting will provide a proposed evaluation score sheet with evaluation categories and weights to be reviewed and modified.	Core team to review the TMG Consulting proposed evaluation score sheet. Return comments to TMG Consulting.
Develop Scripts & Identify Supporting Materials	Review Session	5 days	TMG Consulting to provide a transaction list and sample scripts. Discuss and agree to scripting approach. TMG Consulting requests supporting materials if not already in possession of.	Attend series of scripting review sessions as required to support the scripting process.
Receive & Distribute Vendor Proposals	Hardcopy & Electronic Proposals Received	8 hours	Generally the Client will receive and process proposals.	The Client will receive vendor proposals and reject proposals not meeting date and time criteria. Proposals are logged and distributed to the team.

4.0 SOLUTION EVALUATION

This phase consists of the following primary activities:

4.1 Receive Proposals. The Client will formally receive vendor proposals which will be in hardcopy and in electronic format and distribute to the evaluation team.

4.2 Evaluate Solution. TMG Consulting will engage in the following evaluation activities:

4.2.1 Minimum Requirements. TMG Consulting will conduct an initial review of the proposals to insure all vendors meet minimum requirements. A team meeting will be conducted to review the findings and those not meeting specified minimums may be excluded from further consideration and notified of the decision.

4.2.2 Proposal Review. TMG Consulting will conduct a thorough reading and review of all vendor proposals meeting minimum requirements and will develop a vendor scoring worksheet reflecting evaluation criteria and associated weights. For example criteria may include: vendor profile, technology fit, business fit, solution risk, and solution cost.

4.2.3 One Day Demonstrations. A one-day event will be scheduled with each vendor. During this event the vendor will demonstrate its product following a structured outline. Client personnel attending the demonstration will grade the solution and note positive and negative comments.

4.2.4 Reference Checks. TMG Consulting will provide a template of questions and the Client will conduct and document telephone reference checks. The results will be scored and entered into the vendor scoring worksheet.

4.2.5 Requirements Checklist. Optionally and at the Client's direction TMG Consulting may extend the detailed requirements checklist to the vendor business finalists. The vendors will complete the checklist and return to TMG Consulting for scoring and evaluation of product fit.

4.2.6 Additional Evaluation Activities. TMG Consulting will support the Client in conducting any other evaluation activities which may be deemed necessary to more fully understand and evaluate the proposed vendor solutions. These activities may include: additional product demonstrations, working sessions to clarify proposal points, and customer site visits.

4.3 Vendor Finalist Selected. TMG Consulting will conduct a half-day workshop to review the evaluation work and select a vendor solution. The workshop will utilize the vendor scoring worksheet and team discussion to reach consensus regarding the preferred vendor. The objective is for Client to reach consensus on a single vendor, however, in the event this cannot be accomplished additional evaluation work may be required to reach a decision or the Client may decide to take more than one vendor into product confirmation activities. The team decision will be presented to the Executive Steering Committee for consideration and approval. TMG Consulting will notify participating vendors of the decision. The procurement will remain open as the process continues with a single vendor finalist

4. Solution Evaluation - Work Matrix

Activity	Type	Duration	TMG Consulting Responsibility	Client Attendance / Responsibility
Receive vendor proposals	Electronic & Hardcopy	1 hour	Receive electronic copy (hardcopy if required) by purchasing	Purchasing receives proposals and distributes (can perform this function if preferred)
Identify Business Finalists Using Minimums	Work Matrix	4 hours	Perform a quick review of proposals to identify responses to minimum requirements. Develop matrix of vendor responses.	Optionally, Client may parallel TMG's efforts, or let TMG Consulting review the matrix and discuss findings.
Notify Vendors Of Minimum Results	Telephone Calls & Emails	4 hours	TMG Consulting will notify all vendors as to the results of the minimum review.	Prepare for end around runs by vendor to Board and Senior Executives.
Schedule and Conduct 1 Day Demo	Written demonstration outline & workshop	12 hours	TMG Consulting will work with the business finalist to slot them into the 1 day demonstration days. Extend to them the outline, and coordinate up until the day of the demonstration. TMG Consulting will lead the 1 day process with responsibility for driving through the checklist materials and documenting the demonstration results. TMG Consulting will gather grades from attendees and tabulate results.	Attend 1 day demonstration and provide written input and grades onto demonstration evaluation worksheets.
Extend Requirements Checklist	Electronic Copy	1 hour	Option: As agreed, this may be the point at which the detailed checklist is distributed to the business finalists.	Support as required.
Evaluate Proposals	Electronic Score Sheets	4 hours per proposal	Using the agreed upon evaluation score sheet TMG Consulting will examine the contents of all proposals and populate the score sheets	Client may elect to perform a parallel review of all proposals or may rely upon TMG Consulting to conduct the analysis and review TMG's work.
Conduct Reference Checks	Electronic reference check outline. Telephone Calls	2 hours per telephone call	TMG Consulting provides Client with a reference check outline. TMG Consulting relies upon Client to conduct the reference checks.	Client responsible for performing telephone reference checks, and providing written results and assigned grades to TMG Consulting for recording.
Conduct Additional Activities As Required	To be identified & defined	as required to complete	TMG Consulting will support the Client in whatever other activities it believes are required to feel comfortable making a decision to select a single finalist	Client to provide TMG Consulting with input as to what other activities it believes must be conducted before a single vendor can be selected.
Conduct Selection Workshop	Electronic Evaluation Worksheet Working Session	4 hours	TMG Consulting will conduct a half-day review of the results of the evaluation using the evaluation score sheet which contains the results of all activities. TMG Consulting will drive the team to a decision. TMG Consulting will summarize and provide its input as to the vendor finalist.	Core team to attend the evaluation workshop with the intention of reaching a decision and selecting a single vendor finalist.
Document Selection	Telephone Calls & Email	1 hour per call	TMG Consulting will document the results of the evaluation workshop and notify vendors with feedback regarding their performance. Vendors are instructed that the procurement remains open until agreement is reached.	Provide direction to TMG Consulting as to the information to be released to the vendors.

5.0 SOLUTION DUE DILIGENCE

This work is focused on due diligence activities to further investigate the vendor solution and confirm solution scope.

5.1 Detailed Functional Checklist. TMG Consulting will coordinate the distribution and completion by the vendor of the Client's detailed functional checklist (unless previously distributed). The vendors response will be used to structure the 5-day product lab and assist in identifying product gaps and potential areas of customization or integration.

5.2 Product Lab. TMG Consulting will administer and facilitate a 5-day detailed review of the vendor product based upon the Client's detailed requirements, scripts and/or supplemental information. This review will result in the identification of required product modifications, interfaces, conversion items, usability items, configurability items, business process items, etc. Based on the results of product due diligence activities, TMG Consulting will provide the vendor with a comprehensive list of solution gaps including product modifications, interfaces, conversion items, open items, etc.

5.3 Usability Lab. In addition, TMG Consulting may coordinate a usability lab allowing the Client to work with the system in a "hands-on" environment. This lab may also result in the identification of required product modifications, interfaces, and follow-up items. TMG Consulting cautions Client that while the usability lab is of benefit the vendor will require payment for this service which may involve hardware, software and service fees. In addition, the lab will require preparation and execution time which may impact the schedule.

5.4 Scope Workshops. TMG Consulting will facilitate and coordinate workshops required to "flush out" project components including but not limited to: technology, conversion, integration points, and individual design areas.

5.5 Additional Scope Work. TMG Consulting will facilitate and coordinate any other activities necessary to identify and finalize project scope.

5.6 Best and Final Offer (BAFO). TMG Consulting will work with the Client to understand requirements for submission of a Best and Final Offer. TMG Consulting will facilitate development of the vendors BAFO. The Client will receive and process the BAFO document. TMG Consulting will work to confirm solution components within the BAFO.

5. Solution Scope - Work Matrix

Activity	Type	Duration	TMG Consulting Responsibility	Client Attendance / Responsibility
Extend Functional Checklist & Scripts	Electronic Checklist & Scripts	40 hours	TMG Consulting will extend the 5-day review package consisting of the functional checklist and scripts to be used during the 5-day product review.	Support as required.
Conduct 5-Day Review	Working Session	40 hours	TMG Consulting will assume responsibility for coordinating and administering the 5 day review process.	Core team + extended team + key users will participate as required.
Optional Usability Lab 2-5-10 Days	Working Session	16 hours to 80 hours	TMG Consulting will work with the vendor to develop a usability lab if required by the Client. TMG Consulting will assume responsibility for coordinating and administering the usability lab.	Core team + extended team + key users will participate as required.
Conduct Scope Workshops	Working Sessions	40 hours	TMG Consulting will work with the vendor and Client and any SI to schedule workshops in parallel with the 5-day business review. TMG Consulting will document the results of the workshops. The intent is to further detail, understand, and document scope e.g. conversion, reporting, desktop, etc.	Core team + extended team as required.
Additional Scope Activities	Working Sessions	As Required	TMG Consulting will support Client in whatever other activities it believes are required to insure project scope has been identified.	Client to provide TMG Consulting with input as to what other activities it believes must be conducted to identify and confirm project scope.
Determine Best & Final Offer Format	Format of Best & Final Offer	8 hours	TMG Consulting will work with the Client to determine the format to be used for the vendor to submit the Best & Final Offer within the confines of the procurement.	Core team + purchasing representative.
Receive Best & Final Offer	Electronic Best & Final Offer	40 hours	TMG Consulting will work with the vendor to insure the BAFO reflects the total project scope for consideration by the Client.	Core team to support efforts as required. Receive and distribute BAFO.

6.0 SOLUTION CONFIRMATION

This work builds upon due diligence activities to insure all solution components have been identified.

6.1 Product Customization. The vendor will associate work effort and cost with each identified item. TMG Consulting will review the menu of customization items and associated price with the Client in an effort to minimize customization and approve items for the vendor to include in the final pricing model.

6.2 Vendor Working Sessions. Many times the vendor will require additional information not available during the RFP process. TMG Consulting will facilitate any activities required by the vendor confirm scope and provide a firm offer for installation activities.

6.3 Site Visits. TMG Consulting will coordinate and lead up to three customer site visits and a corporate office visit for the vendor finalist

6.4 Solution Confirmation. TMG Consulting will conduct a half-day workshop to review the due diligence work and confirm the vendor solution is still a preferred solution. If Client indicates the vendor is no longer a preferred solution based on the due diligence work, the team will entertain due diligence activities with the second place vendor (and so on) until an acceptable solution is identified and confirmed. In any event, the team decision will be presented to the Client Executive Steering Committee for consideration and approval.

Activity	Type	Duration	TMG Consulting Responsibility	Client Responsibility
Site Visits	Onsite Visits	24 hours for 3 visits at 8 hours apiece	TMG Consulting will coordinate the scheduling and setup of site visits and will attend up to 3 visits with the Client	Core team to attend site visits.
Corporate Visits	Onsite Visit	8 hours	TMG Consulting will coordinate the scheduling and setup of the corporate visit and will attend 1 visit with the Client	Core team to attend site visits.
Assemble External Solution	Installation Worksheet	40 hours	Using the BAFO as the foundation, TMG Consulting will assemble all components of the solution from all hardware, software, service and application vendors and consultants who have a role in the final solution. The information will be documented and drafted into the Installation Plan Worksheet.	Support TMG Consulting as required.
Assemble Internal Solution	Installation Worksheet	40 hours	TMG Consulting will work with the Client to identify all aspects of the internal solution which is required for a successful installation. This will include appropriate organization, staffing, communication programs, facilities, etc. The information will be documented and drafted into the Installation Plan Worksheet.	Core team will work with TMG Consulting to formulate and document the internal aspects of the installation effort. Primary direction will come from the vendor and the SI if involved.
Contract Discussions	Electronic redlined contract package	40 hours	TMG Consulting will perform an initial review on all contract documents and redline changes. Following this review TMG Consulting will provide the redlined documents to the Client for subsequent review and redline. The master redline will be returned to the vendor for review. This iterative process will continue until a short-list of items is reached. Formal negotiations may than occur.	Core team + legal representatives (internal and/or external as required).
Confirmation Workshop	Working session	4 hours	TMG Consulting will conduct a half-day session to review findings from the solution confirmation work and reach a decision to continue forward into the next activity or to move to the second place vendor.	Core team to attend the workshop.

7.0 INSTALLATION BLUEPRINT

TMG Consulting will work with the Client and the vendor(s) regarding final pricing, contracts, and the development of an installation plan.

7.1 Final Pricing. TMG Consulting will work with the vendor to facilitate preparation of final pricing detailing all aspects of the project with modification to the original proposal as required. The vendor will submit to Client final pricing for a comprehensive CIS installation effort. Typically, pricing will be required from multiple hardware, software and service companies. TMG Consulting will coordinate the receipt of final pricing for all CIS installation components. The pricing will be consolidated into an installation pricing worksheet which will contain all out-of-pocket and internal installation costs.

7.2 Contract Discussions. TMG Consulting will review vendor contracts and associated statements of work and will redline the documents to reflect items which should be modified and/or negotiated based on TMG Consulting experiences and industry best practices. Contracts will be reviewed by the Client legal counsel, purchasing, project team and other entities as required and redlined. The redlined documents will be provided to the vendor for their review and acceptance or rejection. This process will continue until agreement has been reached on all contracts and related statements of work.

7.3 Business Analysis. Activities include: confirm all internal and external installation and ongoing costs are identified and documented, develop a disbursement schedule, develop an allocation schedule, identify incremental costs on a per customer basis, identify tangible cost saving benefits, identify tangible cost reduction benefits, identify revenue enhancement benefits, identify intangible benefits, formulate the cost / benefit and identify return on investment, and/or utilize the analysis model required by the Client.

7.4 Installation Plan. TMG Consulting will assemble all documents and contracts into a comprehensive installation planning document. TMG Consulting will facilitate the development of any aspect of the installation plan as required by the Client (e.g. an installation communication plan).

7.5 Installation Approval. TMG Consulting will work with the Client to develop the presentation schedule, approval strategy, presentation materials and conduct necessary presentations to achieve acceptance and approval of the comprehensive customer solution. The result of this activity is an approved solution with signed contracts and an installation effort beginning within 30 days of contract signing.

7. Installation Blueprint - Work Matrix

Activity	Type	Duration	TMG Consulting Responsibility	Client Responsibility
Contract Negotiation	Review and working sessions	1 to 3 months	TMG Consulting will take direction from Client in terms of the role and responsibilities in negotiations. TMG Consulting can assume the lead role if requested.	Drive the structure of the negotiation efforts.
Develop Installation Plan	Electronic Installation Blueprint	40 hours	TMG Consulting will assume responsibility for developing an installation blueprint document which will incorporate all installation components and the contract package into a single document.	Core team will support TMG Consulting in the development and review of the installation blueprint.
Identify Approval Steps and Prepare	Discussion	4 hours	TMG Consulting to provide input to Client on successful approval processes and presentation materials.	Identify approval process, participants and schedule.
Develop Presentation Materials	Electronic and Hardcopy Materials	16 hours	TMG Consulting to develop presentation materials and provide to Client for review.	Review and request updates to presentation materials
Conduct Presentations	Presentations	16 hours or 4 presentations at 4 hours apiece	TMG Consulting to attend and participate in presentations as required. Plan for 4 presentations: 1 Core Team, 1 Executive, 2 Governing body workshop and formal presentation.	Attend and participate in presentations as planned.
Update Installation Plan	Update Electronic Package	24 hours	Based on results of the presentations TMG Consulting will update the installation plans and other documents as required. TMG Consulting will coordinate with vendor to receive original contracts for signature.	Core team will support TMG Consulting as required.
Sign Contracts	Updated Electronic Package	8 hours	TMG Consulting will provide contract package to Client (alternatively Client may work directly with the vendor).	Client will sign and execute contracts based upon approval.

8. Quality Assurance/Project Oversight Components

The TMG's Quality Assurance Program will assist the City in successfully implementing the proposed CIS solution through management of:

- **Customer & Integrator Expectations**
  Although formal contract documents are developed, signed and agreed to by both parties, many details arise during the implementation which become the source for conflict and disagreement. The QA manager will function as an intermediary to assist in the resolution of conflicts and realistic expectations regarding the delivery and timing of project components.
- **Project Scope**
  As detailed design activities progress additional components may be included or excluded from project scope. These components may encompass: product modifications, interfaces, conversion items, training classes, project management, business redesign, bill print development, reporting, all facets of system testing, staging, production cutover and post installation support. The QA manager will facilitate the minimization of project scope changes, assist in the identification of out-of-scope items, and a review of project change requests.
- **Project Cost**
  The QA manager will assist in monitoring project budget, actual expenditures in the current period, actual expenditures for the project, estimates to complete for the project, and actual cost projections in comparison to project budgets. The QA manager will review dollars associated with any project change requests to determine fairness and assist in negotiations.
- **Project Timeframe**
  The QA manager will assist in the monitoring of project activities and their progress in relation to the project baseline. For each primary activity this will include; the tracking planned completion date and the projected end date; the status of project milestones with the identification of pending, past due, and critical path milestones; and, the status of financial milestones.
- **Project Risk**
  During the course of the project many issues arise some of which may impact the successful implementation of the CIS. The QA manager will assist in the identification of risk areas which may impact the project timeframe, project budget, system functionality, or other project components as identified.
- **Contract Terms & Conditions**
  The QA manager will monitor integrator(s) performance in relation to contracted terms and conditions and the agreed upon statement of work. Any discrepancies will be identified and reported for subsequent resolution.
- **Quality of Delivered Components / Final System**
  The QA manager will review and comment on specific project deliverables as directed. This may include but is not limited to: the detailed project work program, functional specifications for interfaces and modifications, unit test plans, training plans, conversion plans, conversion mapping documents, system test plan, system test results, bill print format, acceptance test plan, acceptance test results, and other deliverables as identified.

8. Quality Assurance/Project Oversight Components

At a minimum, TMG's Quality Assurance Program will consist of the following activities and deliverables:

The QA Manager will conduct an onsite Quality Assurance Review once a month resulting in a formal report issued to the City. It is at the City's discretion if this report is shared with the Vendor. This onsite review will encompass the following major components.

- A review of Project Perspective including: communication programs, project perceptions, project position in comparison to schedule and budget, change requests and project issues.
- A review of Project Organization including: the organization structure, customer staffing, integrator staffing, the project plan and detailed work program, project timeline, milestones, and deliverables.
- A review of Project Administration including: status reporting, formal change control process, the project office, project documentation, issue management, time and expense reporting, work program updates, physical workspace, availability of development tools, personnel issues, work program agreement with the contract and statement of work, and project expenditures.
- A review of Installation Activities including: delivery of the application, project management, product configuration, product engineering, product interfaces, product conversion, product reporting, business environment, product training and documentation, product testing, product installation, desktop environment, server environment, RDBMS environment, network environment, and other solution components as required.
- Project Close-Out Report

The QA manager will be available as requested by the customer to conduct additional QA related activities that focus on review, negotiation, discussion, consultation or presentation activities surrounding the project.

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Tab 8: Audited Financial Statements

Tab 9: Cost of Services

Tab 10: Acceptance of Conditions

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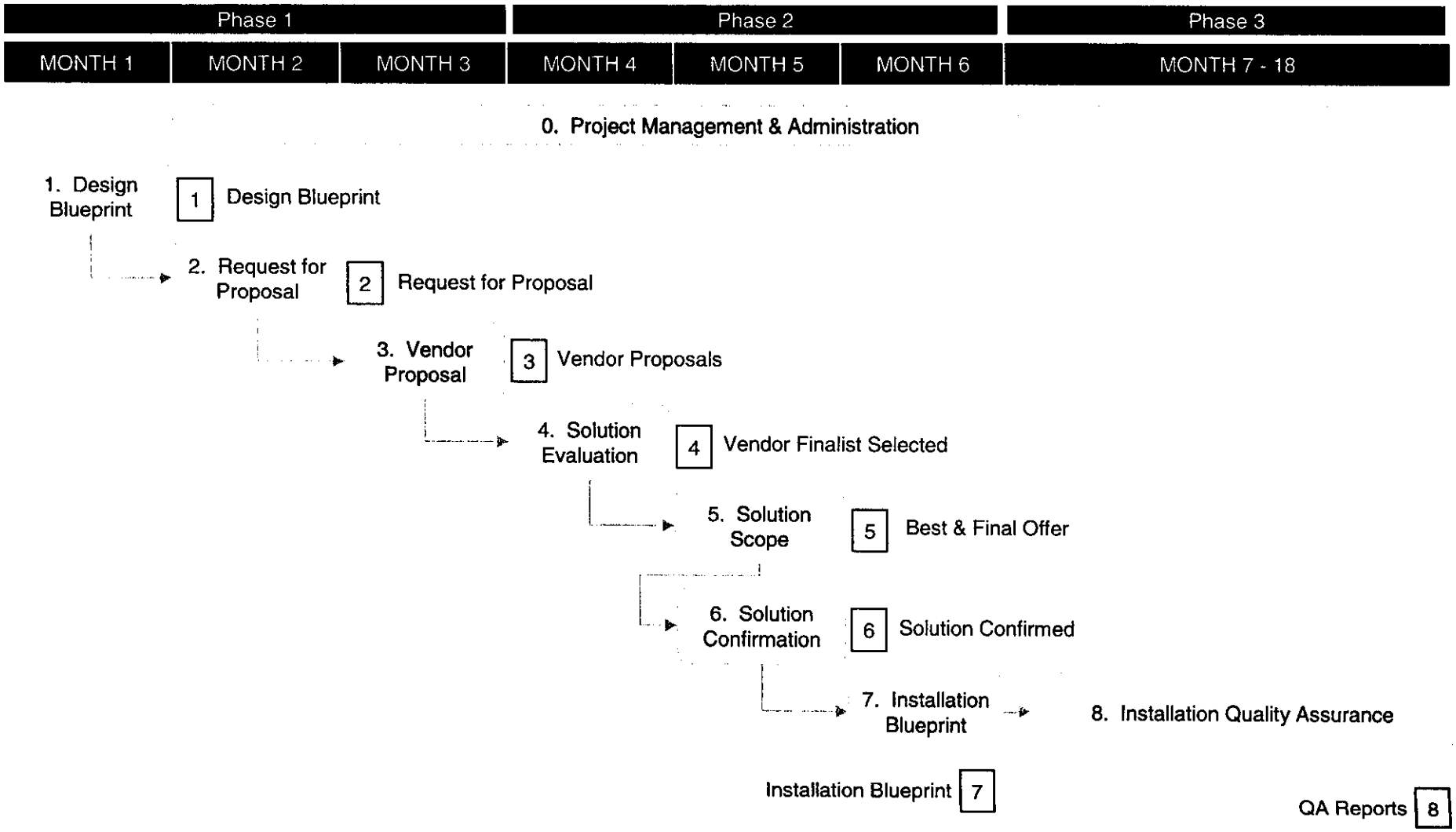
Tab 12: Variances

TMG Schedule and Major Activities

TMG Consulting is proposing the following schedule, major work phases, and associated milestones associated with any CIS evaluation, selection, and installation process. TMG has condensed its 7 month selection effort into 6 months to conform to the City's request. We are assuming a 12 month installation effort.



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TMG: Brief Profile

A BRIEF COMPANY OVERVIEW

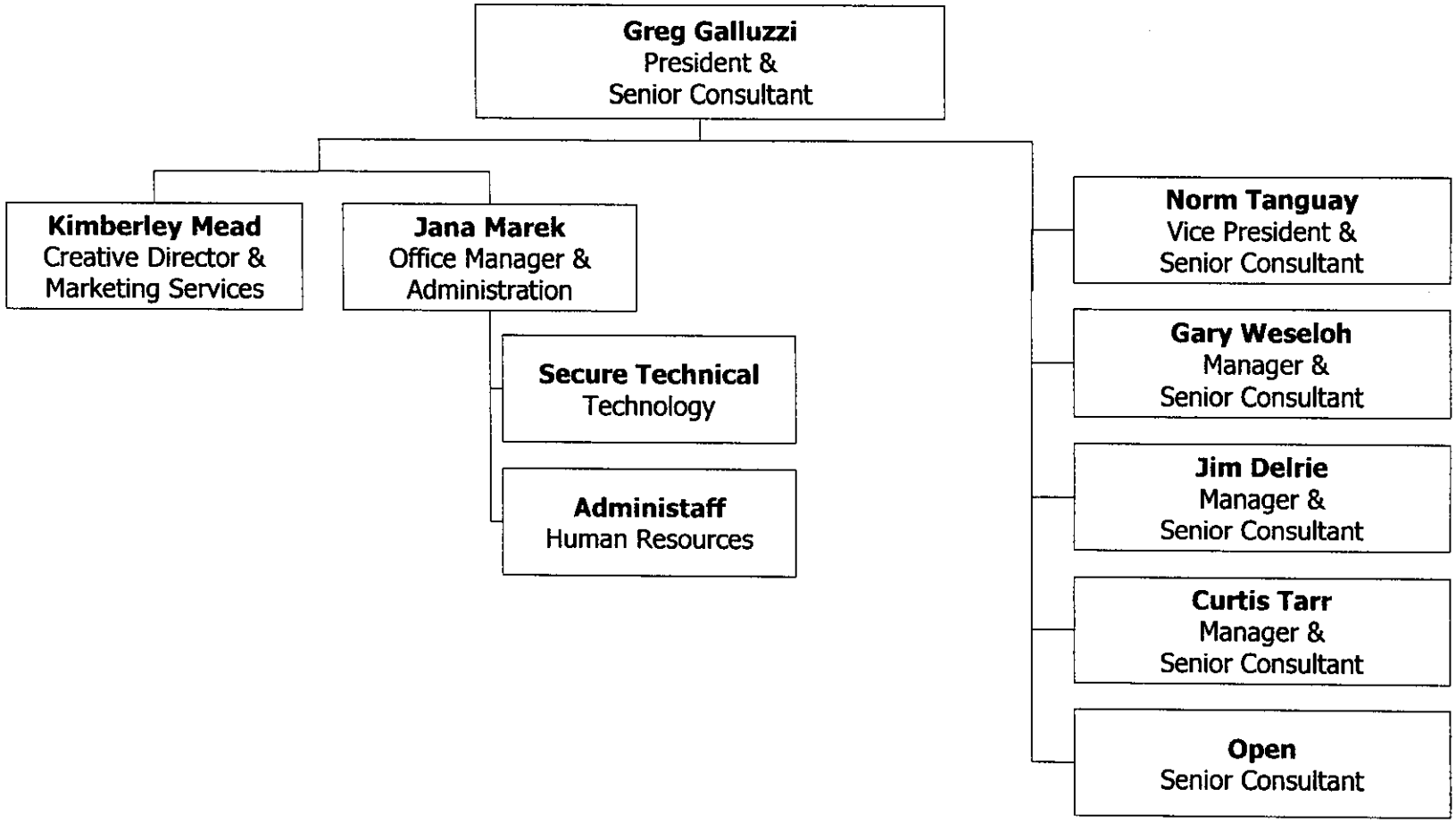
- TMG Consulting was founded in 1992 in response to an industry-wide need for independence in critical information technology decisions.
- TMG Consulting is an Austin, Texas based corporation serving the needs of investor-owned utilities, public-owned utilities, evolving energy companies, and local government entities.
- TMG Consulting has been engaged by 160 clients to assist with 279 projects. We have grown from a single consultant to 5 full time senior consultants and routinely have more than 10 projects active at any given time.
- TMG Consulting is privately held by Greg Galluzzi. The company has no debt, a solid revenue base, no litigation, and low operating costs.
- TMG Consulting is a recognized expert in the utility customer solution marketplace. Our consultants are prominent speakers at industry events and regularly write for electronic and print publications. Many of these articles are available at our website, www.tmgconsulting.com.
- TMG Consulting has no history of merger or acquisition activity. We have been providing the services requested in this proposal for 14 years.

A QUICK VIEW OF TMG

Name:	TMG, Inc.
Form:	Corporation
Incorporation:	Texas, U.S.A., February 24, 1994
Address:	9210 Honeycomb Dr., Austin, Texas 78737
Primary Contact:	Greg Galluzzi President Phone: 512.288.2655 ext. 12 E-mail: gregg@tmgconsulting.com Fax: 512.288.2622
Federal ID #:	74-2699550
Offices:	Austin, Boston, Denver
Served By:	Austin
Alliances:	No hardware, software or service affiliations.
Ownership:	TMG has always been owned and operated 100% by Greg Galluzzi. There are no pending ownership changes.
Terminated Contracts?	TMG has never had a contract terminated for cause by either party.
Minority Ownership	Yes

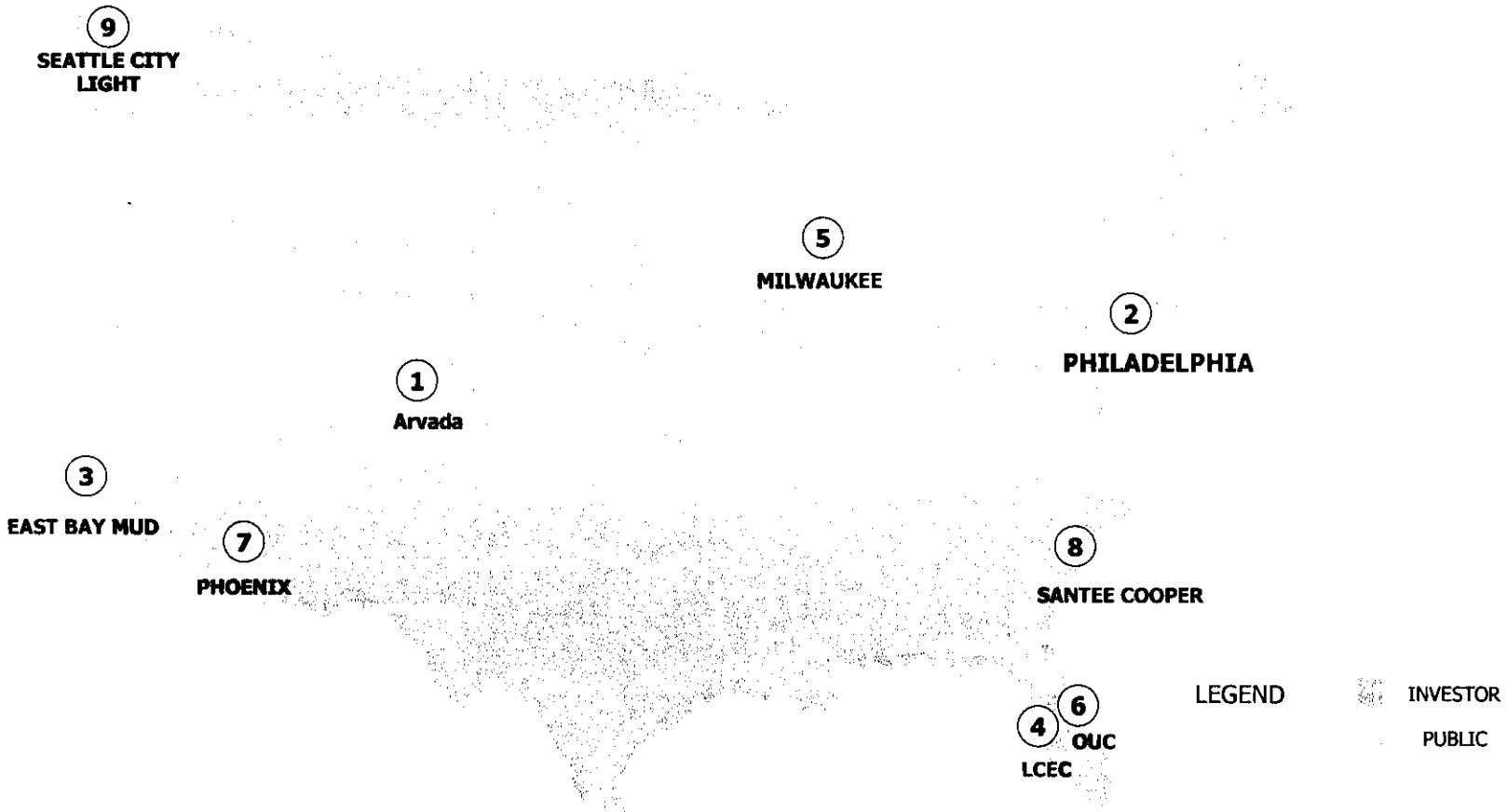
TMG: Organization Chart

Currently, TMG Consulting employs 6 consultants and 2 support personnel, and utilizes outside entities to support company operations including human resources, payroll, technology and internet hosting.



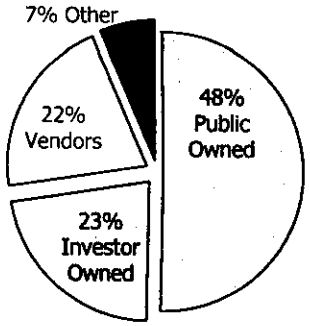
TMG: Active Projects

Our high rate of success, reputation for quality, and emphasis on customer service results in several active projects at any given time.



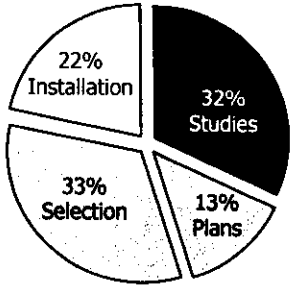
1. **City of Arvada** CIS Design Blueprint Accounts: 30,000	4. **Lee County Electric Coop** CIS Review, Selection & QA Accounts: 150,000	7. **City of Phoenix, Arizona** CIS Planning & Selection Accounts: 386,000
2. **City of Philadelphia** CIS Design Blueprint Accounts: 500,000	5. **Milwaukee, Wisconsin** CIS Selection & QA Accounts: 165,000	8. **Santee Cooper** CIS Planning Accounts: 145,000
3. **East Bay MUD** CIS Planning & Selection Accounts: 380,000	6. **Orlando Utility Commission** CIS Quality Assurance Accounts: 200,000	9. **Seattle City Light** Complex Billing Planning Accounts: 180,000

TMG: Customer List

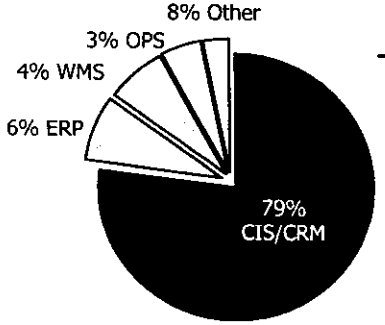


More than 48% of the 160 TMG Consulting customers are publicly owned.

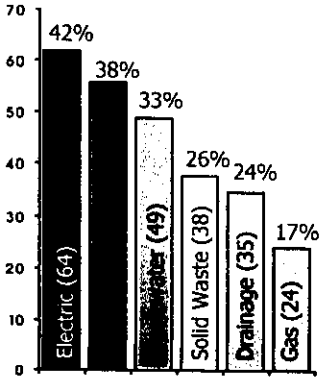
TMG Consulting has assisted 160 customers with their critical customer system initiatives.



TMG's work experience spans the entire application life-cycle from planning through implementation.



TMG Consulting has participated in 279 projects 79% of which involved customer systems.



TMG's customers offer many programs, products and services.

Public Utilities
- Addison, TX
- Albuquerque, NM
- Anaheim, CA
- Anchorage, AK
- Austin, TX
- BC Hydro, BC
- Bellevue, WA
- Brownsville, TX
- Chicopee, MA
- Colorado Springs, CO
- Contra Costa Water, CA
- Corpus Christi, TX
- Denton, TX
- Dona Ana County
- East Bay MUD
- EPCOR (Edmonton)
- Fairfax County, VA
- Fort Collins, CO
- Fort Worth, TX
- Greenville, NC
- High Point, NC
- Honolulu, HI
- Johnson County, KS
- Kansas City, KS
- Kansas City, MO
- Killeen, TX
- LADWP, CA
- Lexington, NC
- Longmont, CO
- Lubbock, TX
- Mesa, AZ
- Milwaukee, WI
- Morganton, NC
- New Braunfels, TX
- Newport News, VA
- Ontario Hydro
- OPPD, NE
- Orlando Utilities Commission
- Peoria, AZ
- Portland, OR
- Prince William County, VA
- Sacramento, CA
- San Jose, CA
- Santee Cooper, SC
- SaskEnergy
- Seattle, WA
- Seattle City Light
- Spokane, WA
- Springfield, IL
- Springfield, MO
- Tacoma, WA
- Tulsa, OK
- Virginia Beach, VA
- West Palm Beach, FL
- Winnipeg, Manitoba

Associations, Agencies
- APPA
- ElectriCities
- OMPA
- OMUS

Cooperative, PUD, Authorities
- Arkansas Electric Coop
- Chelan County P.U.D., WA
- Clark County P.U.D., WA
- Grant County P.U.D., WA
- Lee County Electric Coop, FL
- Lower Colorado River Authority
- Plains Electric G&T Coop
- Platte River Power Authority
- Salem Electric Coop
- Southern Maryland Electric Coop
- Tillamook P.U.D., OR

Investor Owned Utilities
- Aquarion
- Arizona Nuclear Power Proj.
- Arizona Public Service
- ATCO Group
- Atlanta Gas Light Co.
- BC Gas
- Columbia Gas
- El Paso Electric
- Empire District Electric
- Energy Pacific
- Entergy
- EPCOR
- Equitable Resources
- GCNM (now PNM)
- Georgia Natural Gas
- Green Mountain Energy
- Hackensack Water Co.
- Hydro Ottawa
- Minnesota Power
- Missouri Gas Energy
- National Grid
- Northeast Utilities
- Nevada Power Co.
- NY State Electric & Gas
- Otter Tail Power
- PEPCO Holdings
- Pinnacle West
- Portland General Electric
- Public Service Co of NM
- Puget Sound Energy
- Questar
- Sierra Pacific Power Co.
- Sierra Pacific Resources
- Southern California Gas Co.
- Southern Union Company
- Southern Union Gas
- Texas - New Mexico Power
- Tucson Electric Power Co.
- United Illuminating
- United Water Resources
- W.E.B. Aruba NV

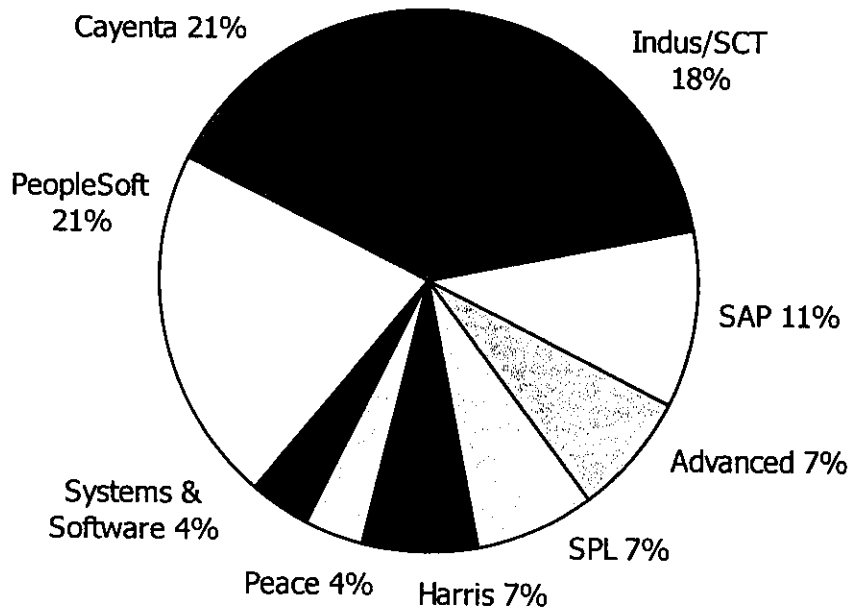
TMG: Knowledge of the CIS Industry

TMG Consulting has no vested interest in any vendor solution either formally or informally. TMG Consulting has participated in recommendations for many different solutions including: custom development, in-house product, outsourced product, cosourced product, and decisions to retain and enhance existing systems. The following chart identifies the various CIS vendors selected in the past 5 years.

Sample Listing of Proposals Reviewed

- Able Software
- Advanced Utility Systems
- Accenture
- Alliance Data Systems
- AMX International
- Cayenta
- Cogsdale
- Conversent
- CPAK Corporation
- Daffron
- Eden Systems
- Enlogix
- Energy Solutions
- Enersource
- Hansen Technologies
- Hansen IT
- Harris
- IBM
- IMSofTech
- Incode
- Indus
- JD Edwards
- London Hydro/IBM
- Logics
- Open-C
- Optiron
- Orcom
- Peace
- PeopleSoft
- Sanderson
- SAP
- Satyam
- Soluziona – Quorum
- Springbrook Software
- Synertech
- Systems & Software
- Talgentra
- United Water

Vendors Selected Since 2000



TMG Consulting CIS Vendor Selections

ADVANCED UTILITY SYSTEMS · AMX International · Cayenta · HARRIS · INDUS · PEOPLESOFT · SAP · SPL Innovate Adapt Exce · Systems & Software

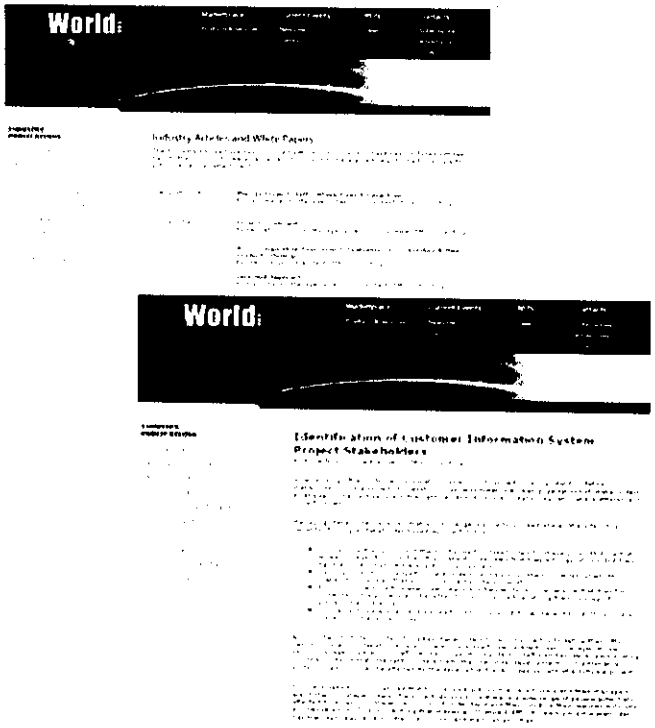
TMG: Recognized Experts

TMG Consulting is sought by media outlets, finance experts, legal experts, North American and International utilities, and other consulting firms to advise them on customer systems for the utility marketplace. Our market focus, years of experience, and successful projects have gained us the respect of the industry.

CISWorld

presented by: TMG Consulting

TMG Consulting created CISWorld.com in late 1994 and today it receives between 3,000 to 5,000 visitors per month. The site is utilized by utilities to gain insight into the multitude of solutions available. Vendors use the site to keep up to date on the latest developments in the market and to respond to requests for proposals that are hosted on the site.



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- Zero Mod Approach
- CIS Implementation & Business Readiness
- Consider Tomorrow
- Replacement vs. Selection
- Core & Extended CIS Components
- Ensure Your Selection Process is Auditable
- Implementing a New Bill Format During CIS Implementation
- CIS Implementation Timeframes
- CIS: Features, Functions & More
- Mitigating CIS Selection Risks Part 4: Technical Architecture
- Why Projects Fail
- The Project Plan
- Customer Self-Service
- GIS-CIS Integration
- The Project Charter
- The Other Costs of New Systems
- Conversion: The Complete Process
- The Business Case, Project Charter & Project Plan
- Finalizing Your Customer System Selection
- A CIS Perspective
- Mitigating CIS Selection Risks Part 2: Project Management
- Communications: Key to Effective Project Management
- The CIS Training Challenge
- Fear Factor CIS
- Testing of a CIS
- CIS Outsourcing
- Mitigating CIS Selection Risks
- CIS Market Utility Types
- Make CIS "Customer Driven"
- A CIS Product Selection Process
- A Successful CIS Team Starts with the Project Manager
- CIS Evaluation & Selection
- CIS Pricing Considerations

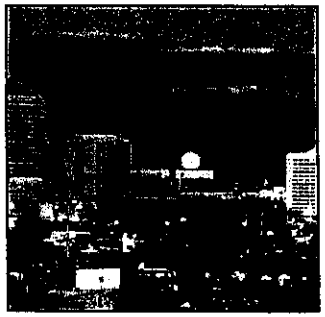
TMG: Why Select TMG?

1. Solution Independence	No hidden agenda or pre-defined recommendation or solution.
2. Life-Cycle Lessons	Planning, analysis, selection, design, and installation efforts.
3. Successful Projects	Successful projects and outstanding customer references.
4. Project Accelerators	Provide proven and working tools to accelerate the work effort.
5. Guaranteed Pricing	Paid upon delivery and acceptance of defined milestones.
6. Industry Specialist	Specialized and experienced consulting resources.
7. Comprehensive Solution	Comprehensive business system architecture and solutions.
8. Alternative Experience	Extensive experience with alternative solutions.
9. Solution Knowledge	In-depth knowledge of all products and solutions.
10. Utility Experience	Knowledge of the utility industry and all services.
11. Staff Experience	Assign personnel with 9 to 28 years of experience.
12. Process Facilitation	Work to facilitate and support rather than control the effort.

TMG Qualifications: Water Customers

TMG Consulting has provided CIS planning, selection, and/or quality assurance services to the following water service providers:

- Addison, TX
- Albuquerque, NM
- Anaheim, CA
- Anchorage Water & Wastewater Utility
- Aquarion Water Company
- Austin, TX
- Bellevue, WA
- Brownsville PUB
- Chelan County PUD
- City Utilities of Springfield, MO
- Clark County PUD
- Colorado Springs, CO
- Columbus, OH
- Contra Costa Water District
- Corpus Christi, TX
- Denton, TX
- East Bay MUD
- Electricities of North Carolina
- EPCOR
- Fairfax County Water Authority
- Fort Collins, CO
- Fort Worth, TX
- Greenville Utilities, NC
- Hackensack Water Company
- High Point, NC
- Honolulu Board of Water Supply
- Kansas City, KS BPU
- Kansas City, MO
- Killeen, TX
- Lexington, NC
- Longmont, CO
- Los Angeles Dept. of Water & Power (LADWP)
- Lower Colorado River Authority (LCRA)
- Lubbock, TX
- Mesa, AZ
- Milwaukee Water Works
- Morganton, NC
- New Braunfels Utilities
- Newport News, VA
- Oklahoma Municipal Power Authority (OMPA)
- Orlando Utilities Commission
- Peoria, AZ
- Portland, OR
- Prince William County Service Authority
- Sacramento, CA
- Sacramento County
- San Jose, CA
- Santee Cooper
- Seattle, WA
- Sierra Pacific Power Company
- Spokane, WA
- Springfield, IL
- Tacoma Public Utilities
- Tulsa, OK
- United Water Resources
- Virginia Beach, VA
- W.E.B. Aruba N.V.
- West Palm Beach
- Winnipeg, Manitoba



City of Albuquerque

Challenge
The City of Albuquerque went through a couple of years of procurement for the selection of a new Customer Information System. Changes in administration and direction resulted in two cancelled procurements prior to 2003.

Solution
With assistance from TMG, the City decided to emphasize its need for a vendor to perform the bulk of the implementation services. The RFP explicitly requested that the vendor lead and mentor the City through change management and project management.

Result
Contracts were signed with PeopleSoft for their PeopleSoft CIS and SPL for implementation services. Subcontractors to SPL include Bearing Point and RESPEC, a local Albuquerque firm. The project kicked off in January 2004 and the expected timeline is 15 months. The project budget is $6.5 million.

A parallel project is the implementation of a 3-1-1 Citizen Contact center. PeopleSoft CRM was selected as the software to support the center and Unisys selected as the services company to implement the software solution and the customer contact center. TMG Consulting directed and participated in the contract negotiation process with Unisys. A contract was signed in August 2004.

General Client Information
Type: Municipal
Client Services: Water, Wastewater, Solid Waste
Accounts Served: 160,000 water, 120,000 wastewater
Population Served: 450,000 local, 750,000 Metropolitan Service Area
Project System: CIS, CRM

TMG Consulting Services
CIS Evaluation & Selection, Installation QA; CRM Contract Negotiations

Selection Information
Vendor Selected: PeopleSoft CIS

Project Dates
Project Start: 01/2004
Go-Live: Anticipated 02/2005

References
Clint Hubbard, CIO
505-768-2930
chubbard@cabq.gov

One Civic Plaza, 8th Floor
Albuquerque, NM 87102

Aquarion Water

Challenge
Aquarion Water wanted to replace their aging legacy CIS, ERP and EAM applications. The challenge was to replace these core applications while effectively running their business and serving their customers. The utility developed an overall IT strategic plan which called for the implementation of these integrated systems.

Solution
TMG Consulting worked with Aquarion to determine their requirements and define a strategy for replacement of these core applications. The work involved the formulation of an RFP, the solicitation of proposals, the review and identification of the optimum proposal, due diligence and solution confirmation work, contract negotiations, a best and final offer, and delivery of an installation plan related to the procurement of the three applications.

The client selected the SAP integrated application suite with TUI Consulting as the implementer.

General Client Information
Type: Investor Owned
Client Services: Water
Accounts Served: 211,000
Project System: CIS, ERP, EAM

TMG Consulting Services
CIS Selection

Selection Information
Vendor Selected: TBD

Project Dates
Project Start: 05/2005
Project End: ACTIVE

References
Ray Guido
Director of IT
203-445-7302
rguido@aquarionwater.com

Steve Halloran
Project Manager
SHalloran@AquarionWater.com
203-330-2325

Headquarters 600 Lindley Street
Bridgeport, CT 06606

East Bay MUD

General Client Information
Type: Public
Client Services: Water, Waste Water
Accounts Served: 380,000
Population Served: 1,200,000
Project System: CIS

TMG Consulting Services
Evaluation & Selection

Selection Information
(Active Project)

Project Dates
Project Start: 08/2004
Project End: ACTIVE

References

Susan Leiga
Information Systems Administrator
510-986-7635
sleiga@ebmud.com

375 11th Street MS107
Oakland, CA 94607

EBMUD

Challenge
East Bay MUD needed assistance in developing a business case for a new CIS. East Bay MUD is currently operating on a twenty year old in-house developed legacy billing application. The utility wanted to evaluate their current business needs and the gap between their current billing application and the functionality required going forward. The study focused on technology, functionality and the different alternatives in the market. The report also provided cost and resources requirements for each potential option.

Solution
The organization contracted with TMG Consulting for a two-phase project: developing the business case and assisting in the selection process. TMG Consulting provided a business case that recommended a product solution to be managed by the District. TMG Consulting provided internal, external and on-going cost projections for the recommended product solution. TMG Consulting also provide a resource plan necessary to implement and support the recommended solution.

Result
TMG Consulting is currently working with East Bay MUD to select a new system.

Honolulu Board of Water Supply

General Client Information
Type: Municipal
Client Services: Water, Waste Water
Accounts Served: 155,000
Population Served: 800,000
Project System: CIS

TMG Consulting Services
Product Selection

Selection Information

Vendor Selected:

Project Dates
Project Start: 01/2005
Project End: 02/2005
Go-Live:

References

Susan Uyesugi
CIS Project Manger
808-748-5961
ssubws@hbws.org

630 S Beretania St
Honolulu, HI 96843

Challenge
The CIS system was seven years old and in the declining stage of its life cycle. Some aspects of the application are no longer supported and have increased the risk of HBWS staying on the current application. While the CIS application meets a significant amount of the user communities core needs there are several high priority needs that are difficult to meet with the current CAS application.

Solution
The Business Case Study recommended the replacement of the current CIS. The main considerations for replacing CIS were (1) the system continues to age with diminishing product support, (2) the system's inflexibility and very manual process create several inefficiencies impacting HBWS daily procedures and its customers, (3) the interface design between the major applications interfacing to CIS (Maximo, GIS,AMR, JDE, etc.) will have to be redesigned to maximize the functionality of those systems, (4) future in-house support of the current CIS application should be considered with the potential of retirement of the current support staff.

Result
HBWS budgeted to start a replacement effort. The scheduled start date to update the recommendation and begin a selection effort is mid-2006.

Milwaukee Water Works

General Client Information
Type: Public Municipality
Client Services: Water, Wastewater, Solid Waste
Accounts Served: 165,000
Population Served: 596,000
Project System: CIS

TMG Consulting Services
Evaluation & Selection

Selection Information
Vendor Selected: Systems & Software

Project Dates
Project Start: 07/2003
Project End: 08/2004
Go-Live: Anticipated 11/2005

References
Earl Smith,
Water Business Manager
414-286-5177
esmith@mpw.net

841 North Broadway
Milwaukee, WI 53202

Challenge
Milwaukee Water Works has 165,000 water accounts, 147,000 sewer accounts, 131,000 solid waste accounts and 137,000 snow and ice removal accounts. Their CIS system could not accurately account for revenue between the City's funds. They had not upgraded their system in several years, and an upgrade would require an effort and expense similar to that of installing a new system. The Milwaukee Water Works asked TMG Consulting to provide selection services for a CIS solution.

Solution
The procurement process began in July 2003. Proposals were received from 13 vendors. MWW had installed the Systems and Software MUPS product in 1997, but had not continued to upgrade over the years. Even though MWW was aware that the newest version of the Systems and Software product could likely meet their needs, they approached this project as an opportunity to thoroughly evaluate their needs and their business processes. They wanted to see what other CIS systems were available, and how the purchase and implementation of those systems could improve their business.

Result
The city determined that the new Oracle-based enQuesta product from Systems and Software was the best fit for their business processes. TMG Consulting is currently providing Quality Assurance oversight for the enQuesta implementation.

Orlando Utilities Commission (OUC)

General Client Information
Type: Municipal
Client Services: Electric, Water
Accounts Served: 200,000
Population Served: 342,000
Project System: CIS

TMG Consulting Services
Installation QA

Project Dates
Project Start: 08/2005
Project End: ACTIVE

References
Leslie Temmen
Director of CIS
407-236-9622

Challenge
The Commission has had difficulty working with ADS implementing the PeopleSoft ERM solution. TMG Consulting is currently engaged to conduct a third party review of the project presenting results to Commission representatives. The initial report has been completed with additional analysis to occur on a quarterly basis. One of the items to be addressed is the recent announcement by Oracle that it will no longer support the PS ERM product past June 2009.

Solution
TMG Consulting has identified areas of risk which must be identified by the project team if the project is to reach successful completion.

Results
TMG Consulting is currently conducting quarterly CIS project reviews to identify and assist in the management of project risk associated with the ADS PeopleSoft ERM installation.

Peoria, Arizona

General Client Information
Type: Public
Client Services: Water, Wastewater, Solid Waste
Accounts Served: 40,000
Population Served: 110,000
Project System: CIS

TMG Consulting Services
Evaluation & Selection

Selection Information
Vendor Selected: Harris

Project Dates
Project Start: 11/2001
Project End: 09/2004
Go-Live: 08/2004

References
Larry Dobrosky
Revenue Manager
623-773-7183
larryd@peoriaaz.com

8401 West Monroe St.
Peoria, AZ 85345

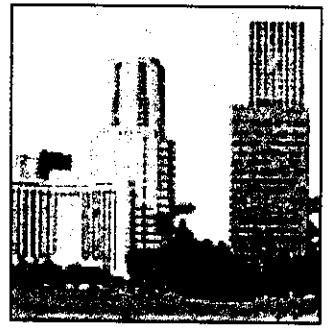
Challenge

The City of Peoria Arizona implemented a new utility billing, cashiering, miscellaneous accounts receivable and license & sales tax system in the Fall of 1999 because of Year 2000 concerns. Few vendors had responded to the City's request for proposals for the project, leaving the City without many options. This resulted in the purchase of systems that were inferior both technically and in functionality.

Solution

TMG Consulting was originally engaged by the City to perform a review and analysis of the Revenue Division's software and systems. TMG Consulting conducted interviews with city employees who felt that the systems were cumbersome and difficult to use. Additionally, the systems had limited data access methods to support manipulation and reporting of information. TMG Consulting also determined that the vendor's support for the system was very poor and the vendor was slow to respond to any request. Ninety-five percent of those interviewed felt that the systems should be replaced.

TMG Consulting was then engaged to assist the City with the selection of new systems. This time around, 13 vendors responded to the RFP prepared by TMG Consulting. Vendors eventually were short-listed to the top three that met the client's needs. However, the two parties were unable to satisfactorily negotiate a contract and the RFP was reissued. This time 18 vendors responded. Following the same evaluation process as before, four solutions were short-listed and the team decided to move forward with the Harris NorthStar solution.



Portland, Oregon

General Client Information
Type: Public
Client Services: Water, Wastewater, Storm Water
Accounts Served: 200,000
Population Served: 600,000
Project System: CIS

TMG Consulting Services
Audit, Evaluation & Selection

Selection Information
Vendor Selected: Cayenta

Project Dates
Project Start: 09/2001
Project End: 10/2003
Go-Live: In Process

References
Richard Hofland
Project Manager
503-823-7565
hofland@ci.portland.or.us

1120 SW Fifth Ave, Ste. 450
Portland, OR 97204

Challenge

Extensive problems with the production CIS environment were cause for examining the continued operation of the billing system.

Solution

TMG Consulting was engaged by the City to assess the feasibility of stabilizing the CIS OPEN-Vision solution implemented by the Water Bureau and operating for approximately 17 months. In addition, TMG Consulting was asked to examine the long-term viability of the solution and to assist the City in establishing a direction for enterprise-wide billing. The City moved to stabilize the system and work through study recommendations. A year later, TMG Consulting assisted the city with an accelerated selection process.

Result

The City targeted a product solution offered on an outsourced basis without product modifications using out-of-the-box functionality and associated business processes and workflow. The result was the selection of the Cayenta UMS solution to be implemented and operated in-house.

Sacramento, California

General Client Information
Type: Public Municipality
Client Services: Water, Wastewater, Solid Waste, Recycling, Drainage
Accounts Served: 125,000
Population Served: 400,000
Project System: CIS

TMG Consulting Services
Application Planning, Evaluation & Selection, Installation QA

Selection Information
Vendor Proposals Received: Cayenta, PeopleSoft/SPL, KPMG/Hansen, Systems & Software, SCT, ORCOM, Cogsdale, AMX, Severn Trent, SAP/PwC, SAP/iPower, Optiron, Accenture/Hansen NA, SAP/TUI, Open-c/ESP, Enlogix, Advanced, Harris

Vendors Short Listed: PeopleSoft/SPL, KPMG/Hansen, Systems & Software, SCT

Vendor Selected: PeopleSoft/SPL

Project Dates
Project Start: 10/1998
Project End: 04/2005

References
Gus Vina
Director of Finance & Accounting
916-808-7138
GVina@cityofsacramento.org

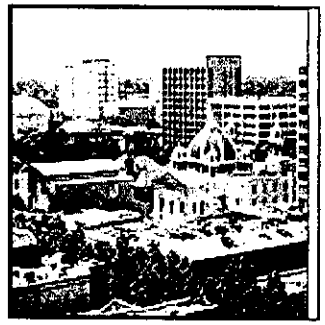
701 I Street
Sacramento, CA 95814

Challenge
The city wanted to replace a legacy billing system that was more than 30 years old.

Solution
TMG Consulting was engaged to assist the City in developing a CIS business plan which included documentation of the current environment, assessment of the current environment, identification of the vision and target environments, development of high-level functional requirements, assessment of alternatives, a regional survey, identification of costs, and subsequent reviews and approvals.

Result
The City's Executives approved the initiation of a procurement project with an interest in considering either in-house, outsourced or co-sourced solutions with SMUD and Sacramento County. TMG Consulting issued the RFP on behalf of the City and received 18 proposals. The City, assisted by TMG, evaluated the proposals and short-listed them to five. The five then underwent grading of scripted demonstrations, evaluation of functional and technical checklists and extensive evaluation of business profiles and the financial condition of the proposing companies. After narrowing the group to two, the City selected the PeopleSoft CIS solution with SPL as the implementation company.

TMG Consulting worked with the City as the QA Manager, the solution was implemented in 2005.



San Jose, California

General Client Information
Type: Public
Client Services: Water, Wastewater, Solid Waste
Accounts Served: 220,000
Population Served: 900,000
Project System: CIS

TMG Consulting Services
Evaluation & Selection

Selection Information
Vendor Selected: PeopleSoft

Project Dates
Project Start: 01/2003
Project End: 07/2003
Go-Live: Currently in negotiations

References
No Longer Available

777 North First Street, Suite 30
San Jose, CA 95112

Challenge
San Jose wanted to replace a legacy billing system.

Solution
After developing and distributing a request for proposal for a CIS solution, the City of San Jose asked TMG Consulting to assist with the remainder of the selection process. TMG's experience in the municipal marketplace and its reputation as a valuable independent firm were deciding factors for the City.

Result
The selection team determined PeopleSoft as the finalist and has moved forward with solution confirmation, scoping, and installation planning work.

Virginia Beach, Virginia

General Client Information
Type: Public
Client Services: Water, Wastewater, Sold Waste, Recycling, Drainage
Accounts Served: 125,000
Population Served: 400,000
Project System: CIS

TMG Consulting Services
Evaluation & Selection, Installation QA

Selection Information
Vendor Selected: SCT Banner

Project Dates
Project Start: 06/1999
Project End: 06/2003
Go-Live: 03/2004

References
Bob Montague
Business Division Manager
757-427-4914
bmontagu@vbgov.com

2412 North Landing Road
Virginia Beach, VA 23456

Challenge

Virginia Beach wanted to replace its legacy billing system with a new CIS product solution. The City had been operating two billing systems -- one used by the water utility and a second used by public works.

Solution

TMG Consulting initiated a CIS product evaluation and selection effort to assist the City. As part of this process TMG Consulting reviewed the current environment, identified city strategies, a target environment, developed requirements and an initial cost/benefit model, completed a design blueprint, developed an RFP, evaluated proposals, conducted solution confirmation, due diligence, contract negotiations, presentations and approvals.

Result

The City selected the Indus (SCT) Banner CIS solution operated within a hosted environment provided by Indus (SCT) from their Columbia, North Carolina facilities.

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
11/96 – 11/97	**City of Addison** Addison Finance Building 5350 Belt Line Rd Addison, TX 75240	Randy Morave, Finance Director 972-450-7050 rmoravec@ci.addison.tx.us	IT Strategic Planning
11/96 – 11/97	**City of Addison** Addison Finance Building 5350 Belt Line Rd Addison, TX 75240	Lea Dunn, Deputy City Manager 972-450-7037	IT Strategic Planning
08/03 – ACTIVE	**Albuquerque, NM** One Civic Plaza, 8th Floor, ITD Project Room, Albuquerque, NM 87102	Clint Hubbard, CIO 505-768-2930 chubbard@cabq.gov	CIS Selection & Installation QA CRM Contract Negotiations
08/03 – ACTIVE	**Albuquerque, NM** One Civic Plaza, 8th Floor, ITD Project Room, Albuquerque, NM 87102	Chris Framel, IT Manager 505-768-2907 CFramel@cabq.gov	CIS Selection & Installation QA CRM Contract Negotiations
05/01 – 09/03	**Anchorage Water & Wastewater** 3000 Arctic Blvd. Anchorage, AK 99503	John McAleenan, Manager, Customer Service Div. 907-786-5556 john.mcaleenan@awwu.biz	CIS Selection
05/05 – ACTIVE	**Aquarion Water** 600 Lindley Street Bridgeport, CT 06606	Steve Holloran, Project Manager 203-330-2325 sholloran@aqarionwater.com	CIS, ERP, EAM Selection
04/01 – 04/02	**Arkansas Electric Coop** 8000 Scott Hamilton Drive Little Rock, AR 72209	Robert H. McClanahan, VP IT 501-570-2402 mcclanahan@aecc.com	CIS/IT Business Plan
08/98 – 10/98	**Arizona Public Service** PO Box 53999 Phoenix, AZ 85072	Mike Housley, Tech Innovation & Planning Mgr. 602-250-4092 MHousley@PinnacleWest.com	CIS Selection & Metrics
12/98 – 05/01	**BC Hydro, Vancouver** 6911 Southpoint Dr. Burnaby, BC V3N 4X8 CANADA	John Pilling, Senior Relationship Manager 604-528-7975 john.pilling@bchydro.com	CIS Business Plan & Product Selection
08/97 – 09/97	**Chelan PUD** PO Box 1231 Wenatchee, WA 98801	John Stoll; Director of Customer Service 509-663-6941 jond@chelanpud.org	CIS Business Readiness Plan, Evaluation & Selection, CIS Audit

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
10/01 – 05/03	**Chicopee Electric Light** P.O Box 405 Chicopee, MA 01021	Jeff Cady 413-598-8311 jcady@celd.com	CIS/ERP Selection
06/00 – 02/01	**Contra Costa** PO Box H2O Concord, CA 94524	Karen Ustin, Director of Finance 925-688-8042 kustin@ccwater.com	CIS & ERP Selection
04/94 – 09/95	**Corpus Christi** 1201 Leopard St. Corpus Christi, TX 78401	Debby Studer, Project Manager 361-880-3753 dstuder@att.net	CIS Selection, Strategy & Post Installation Audit
05/95- 08/95	**Denton** 215 E. McKinney St. Denton, TX 76201	Kathy Dubose, Executive Director, Finance 940-349-8228 kathy.dubose@cityofdenton.com	Utility-wide Business Plan & CIS/ERP Product Selection
06/03 – 07/03	**Dona Ana County** 180 West Amador, Las Cruces NM 88007	Sue Padilla, Utilities Director 505-647-7145 suep@co.dona-ana.nm.us	CIS Planning & Selection
07/04 ACTIVE	**East Bay MUD** 375 Eleventh St. MS #107 Oakland, CA 94607	Susan Leiga, Information Systems Administrator 510-986-7635 sleiga@ebmud.com	CIS Selection
06/98 – 06/03	**ElectriCities of North Carolina** 1427 Meadowwood Blvd. Raleigh, NC 27604	Gene Bailey, MIS Manager 919-715-6132 gbailey@electricities.org	CIS Design Blueprint & Product Selection
04/02 – 10/02	**El Paso Electric** 123 W. Mills Ave. El Paso, TX 79901	Steve Busser, Senior Project Director 915-543-5983 sbussel@epelectric.com	Audit
08/01 – 08/02	**EPCOR** 10065 Jasper Avenue Edmonton, Alberta T5J 3B1 CANADA	David Asquin, Director 780-412-3047 dasquin@epcor.ca	CIS Audit/Study
10/02	**Equitable** One Oxford Centre, Suite 3300 Pittsburgh, PA 15219	Tracy Geyer, Director of Gathering 412-395-3204 tgeyer@eqt.com	CIS Installation Audit
12/96 – 08/98	**Fort Collins** PO Box 580 Fort Collins, CO 80522	Opal Dick, Senior Buyer 970-221-6778 odick@fcgov.com	ERP Design Blueprint & Product Selection

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
01/93 – 05/96	**Fort Worth** 1000 Throckmorton St. Ft. Worth, TX 76102	Dale Fisseler, Assistant City Manager 817-392-6140 dale.fisseler@fortworthgov.org	CIS Application Planning, Evaluation & Selection
07/00 – 10/00	**Grant County** P O Box 878 Ephrata, WA 98823	Debbie Lowe, Customer Service Manager 509-766-2519 dlowe@gcpud.org	CIS Installation QA & Production Selection
03/04 – 10/04	**Green Mountain Energy** 3815 Capital of Tx Hwy. S. Suite 100 Austin, TX 78704	Bryan M. DeCordova, CFO 512-691-6117 cfo@greenmountain.com	CIS Selection & Evaluation
10/02 – 01/04	**High Point** PO Box 230 High Point, NC 27261	Warren Larson, Customer Service Director 336-883-3172 warren.larson@highpointnc.gov	Product Audit/Study, Application Plan, Product Selection, & CIS Installation QA
01/05 – 02/05	**Honolulu Board of Water Supply** 630 S Beretania St Honolulu, HI 96843	Susan Uyesugi, CIS Project Manager 808-748-5961 ssubws@hbws.org	CIS Application Planning
10/02 – 01/04	**Hydro Ottawa** 3025 Albion Road North Ottawa, Ontario, K1G 3S4 CANADA	Roger Marsh, CIS Project Manager 613-738-5499 x7607 rogermarsh@hydroottawa.com	Product Audit/Study, Application Planning, Product Selection, & CIS Installation QA
05/01	**Johnson County Wastewater** 7311 W. 130th St. Overland Park, KS 66213	Rosann Lucas, Management Analyst 913-681-3200 #2133 lucas@jcw.org	CIS Application Planning
05/01	**Johnson County Wastewater** 7311 W. 130th St. Overland Park, KS 66213	Randy Robinson, Director, Administration 913-681-3200 #2116 randy.robinson@jcw.org	CIS Application Planning
05/00 – 06/03	**Kansas City, Kansas BPU** 504 Minnesota Avenue Kansas City, KS 66101	Leon Daggett, General Manager 913-573-9000 ldaggett@bpu.com	CIS/ERP Design Blueprint & Product Selection, & Installation QA
05/00 – 06/03	**Kansas City, Kansas BPU** 504 Minnesota Avenue Kansas City, KS 66101	Carl Wolfe, Customer Service Manager 913-573-9068 cwolfe@bpu.com	CIS/ERP Design Blueprint & Product Selection, & Installation QA
05/03 – ACTIVE	**Lee County Electric Coop. (LCEC)** 4980 Bayline Drive North Fort Myers, FL	Jason Gordon, Manager Customer Accounting 239-656-2130 jgordon@iline.com	Product Selection & CIS Installation QA

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
05/03 – ACTIVE	**Lee County Electric Coop. (LCEC)** 4980 Bayline Drive North Fort Myers, FL 33917	Shirley de Vries, CIO 239-656-2351 sdevries@iline.com	Product Selection & CIS Installation QA
01/01	**Lexington** 28 West Center St. Lexington, NC 27292	Terra Greene, Utility Administrator 336-248-3925 x3204 terrag@lexingtonnc.net	CIS Contract Negotiations
09/97 – 08/98	**Longmont** 350 Kimbark Street Longmont, CO 80501	Jeanne Marshall, CIS Project Manager 303-651-8656 Jeanne.Marshall@ci.longmont.co.us	CIS Design Blueprint, Product Evaluation & Selection, Installation QA
06/00 – 06/01	**Los Angeles DWP** 8501 Arleta Avenue, Room 4A-29 Sun Valley, CA 91352	Peggy Mizumoto, CIS Project Director 213-367-0155 pmizum@ladwp.com	CIS Installation Blueprint
07/98 – 08/99	**Lubbock** PO Box 2000 Lubbock, TX 79457	Don Lewis, Applications Analyst 806-775-2373 donlewis@mail.ci.lubbock.tx.us	CIS Design Blueprint, Product Evaluation & Selection
06/03 – ACTIVE	**Milwaukee, WI** 841 North Broadway Milwaukee, WI 53202	Earl Smith, Water Business Manager 414-286-5177 esmith@mpw.net	CIS Selection
08/00 – 05/02	**Nevada Power Company** PO Box 98910 Las Vegas, NV 89151	Ron Krause, Manager, CIS Systems & Dev. 702-367-5824 Rkrause@nevp.com	CIS Contract Negotiations & Installation QA
04/03 – 08/03	**Northeast Utilities** 780 North Commercial St Manchester, NH 03101	Paul Abad, IT Project Manager 603-634-3841 abadpj@nu.com	CIS Business Case
04/03 – 08/03	**Northeast Utilities** 780 North Commercial St Manchester, NH 03101	Kevin Charekt, Director Customer Customers 860-665-5109 charekt@nu.com	CIS Business Case
04/98 – 12/98	**Omaha Public Power District** 444 S. 16th Street Mall, Energy Plaza Omaha, NE 68102	Larry Ciecior, Division Manager CIS 402-636-3130 lciecior@oppd.com	CIS Design Blueprint & Product Selection
04/98 – 12/98 **01/04 – 09/04**	**Omaha Public Power District** 444 S. 16th Street Mall, Energy Plaza Omaha, NE 68102	Juli Comstock, CIS Project Manager 402-636-3704 jcomstock@oppd.com	CIS Design Blueprint &Product Selection Mobile Product Selection

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
11/01 – 09/04	**Peoria** 8401 West Monroe St. Peoria, AZ 85345	Larry Dobrosky, Revenue Manager 623-773-7183 larryd@peoriaaz.com	CIS Design Blueprint & Product Selection
11/01 – 04/02	**Pinnacle West** 400 N. 5th Street Phoenix, AZ 85004	Mike Housley, Tech Innovation & Planning Mgr.	CIS Technical Analysis
02/98 – 08/98	**Platte River Power Authority** 2000 E. Horsetooth Rd. Fort Collins, CO 80525	Mike Dahl, CIS Project Coordinator 970-229-5303 dahlm@prpa.org	CIS Design Blueprint & Product Selection
11/01 – 10/03	**Portland** 1120 SW Fifth Ave, Ste. 450 Portland, OR 97204	Richard Hofland, Project Manager 503-823-7565 hofland@ci.portland.or.us	CIS Analysis & Selection
03/00 – 09/02	**Portland General Electric** 9800 SW Mowhawk St. Tualatin, OR 97062	Kathleen Blake, IT Manager, CIS Projects 503-612-3813 Kathleen_Blake@pgn.com	CIS Installation Plan & Installation QA
01/01 – 09/01	**Prince William Service Authority** PO Box 2266 Woodbridge, VA 23456	Pete Paulin, Dep. General Manager paulin@pwcsa.org	Industry Perspective, CIS Product Selection, & ERM Product Selection
10/01 – 09/04	**Questar** PO Box 45360 Salt Lake City, UT 84145	Ron Durtschi, Director of Revenue Accounting 801-324-2591 ron.durtschi@questar.com	CIS Selection & Installation QA
10/01 – 09/04	**Questar** 180 East 100 South Salt Lake City, UT 84145	Shahab Saeed, VP, Support Services 801-617-2912 shahab.saeed@questar.com	CIS Selection & Installation QA
05/00 – ACTIVE	**Sacramento** 701 I Street Sacramento, CA 95814	Gus Vina, Director of Finance & Accounting 916-808-7138 gvina@cityofsacrameto.org	CIS Review, Application Planning, Selection, & Installation QA
09/02 – 10/02	**Salem Electric** 633 Seventh Street NW Salem, OR 97304	Craig Koller, Information Services Administrator 503-362-3601 koller@salemelectric.com	CIS Design Blueprint, Product Selection & Installation QA
08/03 – 07/04	**San Jose** 777 North First Street, Suite 30 San Jose, CA 95112	Gerald Silva, Office of the City Auditor 408-277-4601 gerald.silva@sanjoseca.gov	CIS Design Blueprint, Product Selection & Installation QA
04/05 - ACTIVE	**Santee Cooper** One Riverwood Drive Moncks Corner, SC 29461	Ed Bodie, Manager Retail Service 843-234-7161 esbodie@santeecooper.com	CIS Application Planning

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
02/97 – 03/98	**Seattle** 600 4th Ave. Seattle, WA 98104	Joel Jeffries, IS Project Manager 206-386-0029 Joel.Jeffress@seattle.gov	Development of a CIS Business Plan & Product Selection
06/00 – 02/01	**Sierra Pacific Power Company** 6100 Neil Rd. Reno, NV 89511	Marcy Andrus SPR Project Director 775-834-5827 mandrus@sppc.com	ERP Project Oversight & Quality Assurance
06/00 – 02/01	**Sierra Pacific Power Company** 6100 Neil Rd. Reno, NV 89511	Mary Simmons, SPR Project Sponsor msimmons@sierrapacific.com	ERP Project Oversight & Quality Assurance
07/98 – 09/99	**Sierra Pacific Power Company** 6100 Neil Rd. Reno, NV 89511	Carol Marin, Customer Service Executive 702-367-5676 cmarin@sppc.com	CIS Contract Negotiations & Installation QA
01/05 – ACTIVE	**SMECO** PO Box 1937 Hughesville, MD 20637	Susan Hamilton, VIP Customer Service 240-528-9751 susan.hamilton@smeco.coop	CIS Selection IVR Selection
06/89 – 04/92	**Southern California Gas Company** PO Box 3150 San Dimas, CA 91773	Paul Battles, Technology Manager 213-244-4430	CIS Planning, Design, & Installation
01/92 – 01/93	**Southern Union Company** 1301 S Mo-Pac Expy; Suite 400 Austin, TX 78746	Celeste Marable, Cash Processing Supervisor 512-370-8620 cmarable@txgas.com	A Utility-wide Business Plan, CIS/ERP Product Selection, & CIS/ERP Product Installation
11/97 – 09/99	**Spokane** 808 W Spokane Falls Blvd. Spokane, WA 99201	Eloise Janish, CIS Project Manager 509-625-6497 EJanish@spokanecity.org	CIS Design Blueprint & Product Selection, Installation QA
10/98 – 03/01	**Springfield** PO Box 8368 Springfield, MO 65801	Amy Austin, Customer Service 417-831-8349 aaustin@cityutil.com	CIS Design Blueprint, Product Selection & Installation QA
10/98 – 03/01	**Springfield** PO Box 8368 Springfield, MO 65801	Kelly Laurie, IT Project Director 417-831-8658 klaurie@cityutil.com	CIS Design Blueprint, Product Selection & Installation QA
05/97 – 05/99	**Tacoma** 3628 South 35th Street Tacoma, WA 98409	Sue Daulton, CCS Business Process Manager 253-382-2665 sdauton@cityoftacoma.org	CIS Design Blueprint, Product Selection & Installation QA
05/97 – 05/99	**Tacoma** 3628 South 35th Street Tacoma, WA 98409	William Schatz, Customer Service Manager 253-502-8787 bschatz@cityoftacoma.org	CIS Design Blueprint, Product Selection & Installation QA

TMG References

Dates	*Company Name & Location*	*Current Contact Person*	*Description of Services Provided*
01/98 – 07/99	**Texas – New Mexico Power** 4100 International Plaza Tower 2 Fort Worth, TX 76109	Tim Gerdes, CIS Project Manager 281-614-0542 tgerdes@tnpe.com	CIS Design Blueprint, Product Selection & Installation QA
10/97 – 09/99	**Tulsa** 707 S. Houston Ave. Tulsa, OK 74127	Mike Buchert, CIS Project Director 918-596-7274 mbuchert@ci.tulsa.ok.us	CIS Product Selection & Installation QA
04/01 – 08/03	**United Illuminating** 157 Church Street New Haven, NT 06510	Joseph Thomas, Assoc. VP & GM Client Services 203-499-3833 Joseph.Thomas@uinet.com	CIS Report Analysis, Selection, & Installation QA
06/99 – 06/03	**Virginia Beach** 2412 North Landing Road, Virginia Beach, VA 23456	Bob Montague, Business Division Manager 757-427-4914 bmontagu@vbgov.com	Industry Perspective, CIS Selection, Meter Reading Selection, & CIS Installation QA
08/04 – 09/04	**W.E.B. Aruba NV** Balashi 76 Aruba, Dutch Caribbean	Jennai Chin, Customer Relations Dpt. Head 297-525-4216 jlchin@webaruba.com	CIS Business Case

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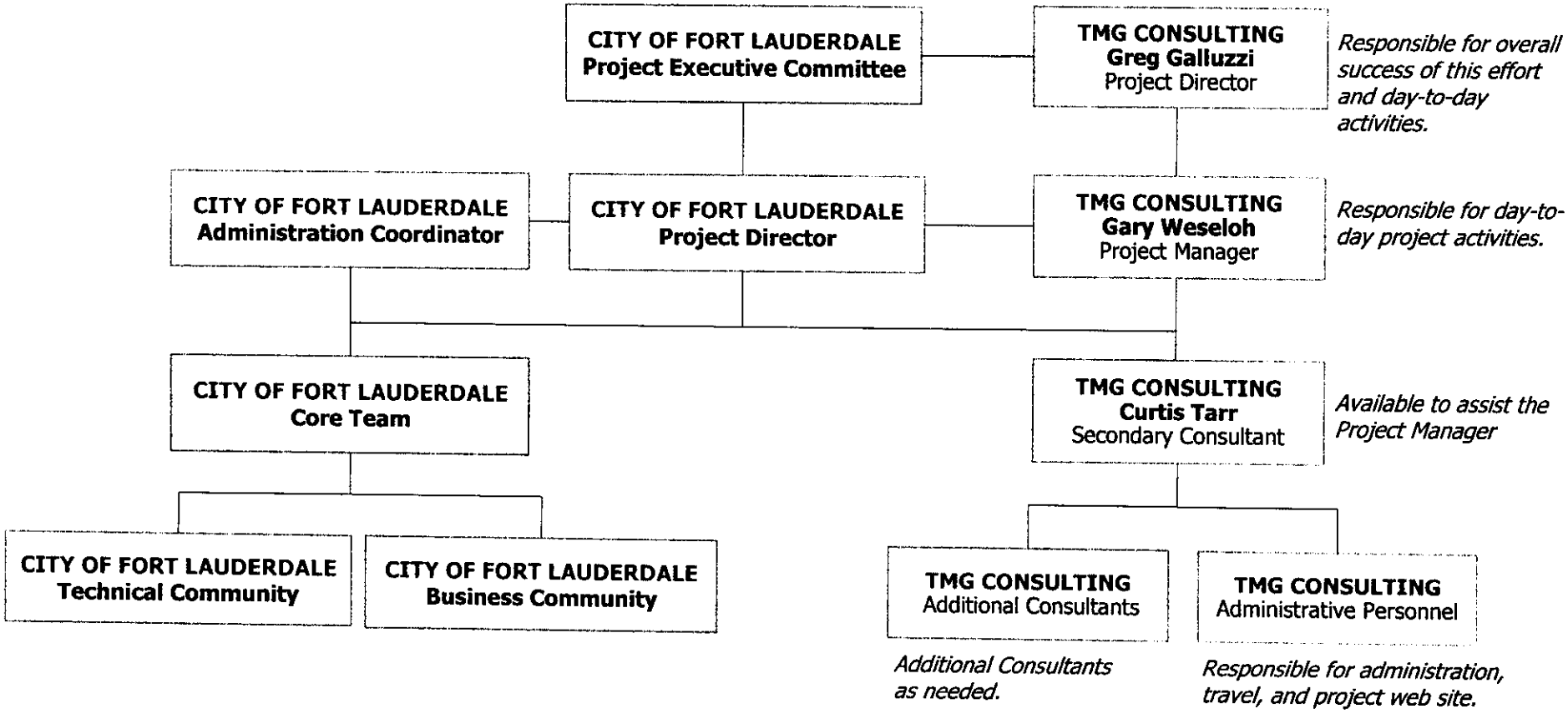
Project Organization – Sample Chart

Following is an example of how the project may be organized. Utilizing this structure TMG Consulting works to facilitate and coordinate activities rather than control and dictate. Project ownership, authority and ultimate decision making remains with the City.



4. Project Organization – Experience Overview

	TMG CONSULTANTS				
	Project Director	Project Manager	Secondary Consultant	Additional Consultants	
	GALLUZZI	**WESELOH**	**TARR**	**DELRIE**	**TANGUAY**
Total Years of Experience	**26**	**30**	**20**	**20**	**38**
AREAS OF EXPERIENCE					
Utility Experience	☑	☑	☑	☑	☑
Business Office Experience		☑			☑
IT Experience	☑		☑	☑	☑
CIS Experience	☑	☑	☑	☑	☑
AREAS OF EXPERTISE					
Needs Assessment	☑	☑	☑	☑	☑
System Requirements	☑	☑	☑	☑	☑
Vendor Selection	☑	☑	☑	☑	☑
Project Oversight	☑	☑	☑	☑	☑
YEARS OF EXPERIENCE					
Years with TMG	**14**	**8**	**1**	**1**	**3**
Years in Public Sector	**26**	**8**	**5**	**4**	**10**
Years in CIS Software Arena	**26**	**20**	**5**	**4**	**10**
Years in Utility & Water Utility Area	**26**	**30**	**5**	**4**	**10**
CONTACT INFORMATION					
Name	Greg Galluzzi	Gary Weseloh	Curtis Tarr	Jim Delrie	Norm Tanguay
Address	9210 Honeycomb Dr. Austin, TX 78737	11177 W. 8th Avenue, Suite 220 Lakewood, CO 80215	3904 Putter Cove Round Rock, TX 78664	18 McGinty Rd. Deville, LA 71328	148 S. Leyden St. Brockton, MA 02302
Phone Number	(512) 288-2655 x12	(303) 866-0724	(512) 771-0878	(318) 446-4785	(508) 944-1037
Location	Austin, TX	Denver, CO	Austin, TX	Deville, LA	Boston, MA

Greg Galluzzi

PRESIDENT

Greg has over 25 years of utility industry and IT project experience, and has participated in every one of TMG Consulting's 200-plus projects, offering comprehensive knowledge of planning, analysis, design, QA installation, and senior management, executive and board presentations and meetings.

EXPERTISE

Total Years of Experience: 26 years
Utility: 26 years
Customer Service:26 years
Project Management: 15 years
CIS: 26 years
Process Analysis: 10 years
System Design: 16 years

EDUCATION

MBA General Business, University of Kansas
Trained in management, business, finance, and technology and worked as a programmer/analyst through the two year MBA program.

BS Computer Science & Accounting, Fort Hays State University
Trained in programming, analysis, projects and worked as computer programmer through college.

BRIEF PROFILE OF JOB HISTORY

TMG Consulting, Inc.
President and Founder 1991-Present
Focusing on Investor and Public Owned Utility Market facilitating ERP, WMS, CIS, CRM, & FSM solutions.

Micon
Partner 1987-91
Focused on the Investor Owned Utility Market and Information Technology based projects.

Andersen Consulting
Manager, 1980-87
Focused on the Regulated Utility Industry, Information Technology and Project Management.

INDUSTRY EXPERTESE

Greg Galluzzi is a recognized CIS and Utility Industry Consultant with extensive CIS related projects, the CISWorld.com website, a CIS trademarked toolkit, and high visibility across the CIS industry.

- Hired by product vendors and utilities to provide competitive information on CIS solution pricing and installation costs.
- Hired by Utilities to assist in the development of a business plan to evaluate alternative application strategies, assess production CIS solutions, and troubled CIS implementations. In the recent past, Greg has assisted: United Illuminating; Sacramento, California; Hydro Ottawa; Portland, Oregon; Equitable Resources; El Paso Electric; Northeast Utilities and National Grid in assessing current environments, application strategies, and development of a business plan.
- Hired by Utilities to assist in CIS evaluation and selection efforts. Greg has reviewed over 200 CIS Proposals in the past 6 months.
- Hired by Utilities to provide a third party quality assurance role during the CIS installation effort. In the recent past Greg has assisted: United Illuminating, Hydro Ottawa, and Questar.
- Assisted Austin Energy in the successful installation of one of the largest CIS outsourcing efforts for a distribution company in the U.S. market. Recently negotiated outsourced/hosted/ASP agreements for: Kansas City BPU, Virginia Beach, United Illuminating, and Fairfax County.
- Assisted numerous customers in going live with new CIS solutions including: Sierra Pacific Power Company, Portland General Electric, and Nevada Power Company.
- Experienced with project budgets in the $1 Million to $200 million dollar range and project teams of 5 to 250 persons.
- Involved with over 120 utilities and has participated in a total of 200 IT and CIS related projects.
- Worked extensively with all types of Utilities in his 7 years at Accenture, 4 years at Micon, and 14 years at TMG Consulting.

TMG CONSULTING EXPERIENCE (only a few examples)

Arkansas Electric Cooperative Corporation | Wholesale provider for its 20 member cooperatives serving 450,000 electric customers across the state. Project IT Consultant responsible for the selection and implementation of a complete suite of applications to support operation of AECC's new Energy Company allowing members to participate in retail markets.

Atlanta Gas Light | Serving 1,500,000 natural gas customers in a fully deregulated environment. Project Director responsible for the successful completion of a business plan, evaluation and selection activities, and positioning AGLC for installation work.

Austin, TX | Serving 340,000 electric, water, wastewater, solid waste, recycling, transportation and drainage customers . Lead Consultant responsible for developing a business plan, conducting product selection activities, and providing QA installation functions. The project involved the City's Land System which crossed 9 City departments and addressed the entire life-cycle of a customer from development to occupancy to service and support.

BC Hydro, BC, Canada | Serving 1,500,000 electric customers within the Vancouver area. Lead Consultant responsible for the preparation of a business plan, execution of an evaluation and selection effort, and turn over of the account to Accenture, the selected integrator, and SAP, the product vendor.

EPCOR | Serving 650,000 electric customers. Lead Consultant conducting a alternative analysis and business plan around legacy CIS and its role in the overall application architecture serving the needs of the retail company, the City of Edmonton services, and the wires company.

Kansas City, KS, BPU | Public power entity serving 80,000 electric, water, wastewater, solid waste, and drainage customers. Project Director responsible for the development of a design blueprint, evaluation and selection effort, and installation of an integrated CIS and ERP solution.

Lower Colorado River Authority | Providing wholesale electric and water service to 43 utilities who in turn serve 1 million customers. Lead Consultant responsible for conducting an alternative analysis and development of a design blueprint addressing the CIS needs of its customers and a future role for LCRA in the coming Texas retail market.

Los Angeles Department of Water and Power, CA | Serving 1,500,000 electric and water customers. Greg developed an installation blueprint regarding LADWP's CIS installation project and supported the development of business requirements.

Northeast Utilities | Serving 2 million electric and gas customers. Assisted in the development of requirements, and analysis of alternative solutions, and the development of a business case.

Portland General Electric | Serving 800,000 electric customers. Greg developed an installation blueprint and provided quality management services during the installation of a comprehensive CIS solution for the deregulated market.

Sierra Pacific Resources | Serving 1,000,000 electric, gas and some water service to customers across the two utilities (SPPC and NPC). Assisted in outsourcing operations to accommodate SPPC's California customers, and assisted in finalizing the installation blueprint and contracts to implement a new CIS across both utilities. Greg was the Quality Assurance manager on the 2 year installation.

Southern Union Company | Serving 1,400,000 natural gas service to customers across several subsidiaries. Lead Consultant responsible for the development of an IT strategic plan, evaluation and selection efforts, and installation of an entire new IT infrastructure and associated applications for the utility.

United Illuminating | Serving 330,000 electric customers within the deregulated Connecticut market. Greg reviewed and redirected the CIS business plan, assisted in the CIS evaluation and selection effort, and was the Quality Assurance manager on the 2 year installation.

ARTICLES & PRESENTATION (HIGHLIGHTS FROM 2001-2005)

Lessons Learned for Successful CIS Projects
CIS Conference, May 2005

Retain, Upgrade, or Replace Your CIS?
CIS Conference, May 2005

CIS Competitive Assessment: Evaluation of CIS Vendors & Their Product Offerings
July 2004

Core and Extended CIS Components
June 2004

A CIS Industry Perspective
CIS Conference, May 2004

Why Projects Fail
April 2004

Come on in The Water's Fine
CIS Conference Newsline, May 2004

A CIS Perspective
December 2003

CIS Outsourcing
October 2003

CIS Market Utility Types
October 2003

A CIS Product Selection Process
September 2003

CIS Pricing Considerations
September 2003

A CIS Industry Perspective
CIS Conference, June 2003

A Customer System Perspective
June 2003

Customer Information Systems and e-Business...
CIS Conference Newsline, April 2003

Evaluating the CIS Procurement Process to Avoid Getting Burned: 10 Palatable Ways to Set Realistic Expectations
The Municipal Technology Journal March 2003

ASP CIS Outsourcing
CIS Conference, June 2002

A CIS Industry Perspective
CIS Conference, May 2001

Acquisitions, Mergers, Divestitures and CIS Project Impact
CIS Conference, May 2001

A CRM Industry Perspective
CIS Conference, May 2001

CID & CRM Industry Update
SRI Institute, March 2001

Selecting and Implementing CIS Successfully
Distributech, February 2001

(These and more articles and presentations by Mr. Galluzzi are available online at www.tmgconsulting.com.)

Gary Weseloh

MANAGER & SENIOR CONSULTANT

Gary Weseloh is TMG Consulting's most senior consultant with over 30 years of utility experience. His education provides a strong foundation in programming, analysis, project management, and team building skills. During his 21 years at Public Service Company of Colorado, now Xcel Energy Gary was responsible for all aspects of customer service and billing operations and coordinated IT development resources for the mainframe based CIS. He oversaw numerous system implementations while he was the Customer Accounts and CIS Coordination Manager and as Billing and Support Services Manager. He has been with TMG Consulting since 1997.

EXPERTISE

Total Years of Experience: 30+ years
Process Analysis: 18 years
Utility: 30+ years
CIS: 20 years
Project Management: 10 years
System Design: 7 years

EDUCATION

MA Management, Human Resources & Organizational Behavior
Trained in organizational management and team building.
BS Business Administration & Information Systems
Trained in programming, analysis and project management.

ARTICLES

The CIS Project Staff - Where Does it Come From? August 2004
Consider Tomorrow June 2004
Customer Self-Service March 2004
CIS Implementation Timeframes May 2004
The Other Costs of New Systems February 2004
Finalizing Your Customer System Selection Jan. 2004
Make CIS "Customer Driven" September 2003
Fear Factor – CIS November 2003

TMG CONSULTING EXPERIENCE

Atlanta Gas Light Company | Serving 1,500,000 natural gas accounts. Senior Consultant for CIS/CRM evaluation and selection effort and a primary consultant for a mobile computing and dispatch evaluation and selection effort.

Contra Costa Water District, CA | Serving 60,000 raw water accounts. Primary Consultant responsible for CIS/ERM evaluation and selection effort.

Fort Collins, CO | Serving 118,000 electric, water, wastewater, solid waste and drainage accounts. Senior Consultant responsible for CIS evaluation and selection effort.

Georgia Natural Gas | Serving 558,000 gas accounts. Participated in the evaluation of their ASP provider and existing contracts.

Kansas City, KS, BPU | Serving 68,000 electric, water, wastewater, solid waste, and city services accounts. Primary Consultant responsible for a CIS/ERM evaluation and selection effort. In addition he served as the Quality Assurance Manager for CIS implementation.

Longmont, CO | Serving 35,000 electric, water, wastewater, solid waste and city services accounts. Senior Consultant responsible for the CIS evaluation and selection effort.

Lubbock, TX | Serving 71,000 electric, water, wastewater, and solid waste accounts. Primary Consultant responsible for CIS evaluation and selection effort.

Mesa, AZ | Serving 125,000 electric, water, wastewater, solid waste, drainage, and city services accounts. Consultant in CIS evaluation and selection effort.

Milwaukee Water Works, WI | Serving 165,000 water and wastewater accounts. Primary Consultant for CIS evaluation and selection, and Quality Assurance during the implementation.

Omaha Public Power District, NE | Serving 290,000 electric accounts. Consultant in CIS evaluation and selection effort.

Peoria, AZ | Serving 40,000 water, wastewater services and solid waste accounts. Lead Consultant in CIS design blueprint and subsequent CIS evaluation and selection effort. Also assisted in an evaluation of a sales tax system.

Pinnacle West | Serving 1,000,000 electric accounts. CIS technology review of available solutions to position for a new CIS product solution.

Portland, OR | Serving 200,000 electric accounts. Participated in the CIS post-installation audit of the problematic system.

Southern Maryland Electric Coop | Serving 130,000 electric accounts. Primary Consultant for IVR system selection and CIS evaluation and selection.

Santee Cooper Power, SC | Serving 625,000 electric accounts. Primary Consultant for IT and business process application plan to replace existing CIS.

United Illuminating | Serving 330,000 electric accounts. Lead Consultant on CIS evaluation and selection activities.

Virginia Beach, VA | Serving 125,000 water and wastewater accounts. Conducted a meter reading analysis and cost benefit study for the City to move from bi-monthly billing to a monthly billing program.

RELEVANT EXPERIENCE

Arrowsmith Technologies, Inc.

Consulting Manager 1995-96

conducted business process reengineering consulting and system integration for the company's movement into the utility industry. He analyzed clients' business processes for Workforce Management System functionality and provided subject matter expertise. He was responsible for installation of mobile computing, work management and CIS interface at Pennsylvania Power and Light.

Public Service Company of Colorado 1973-1994

1990-92 Customer Accounts & CIS Coordination Manager

Acted as the primary liaison between the 2,500 users of the billing and customer information system and the programming staff. Approved all uses of the data communicated all change requests and approved enhancements to the system. Implemented new local area networks for billing and data management and new hand-held computer system for meter readers.

1987-89 Supervisor, Special Commercial & Industrial Billing.

Supervised the analysis, computation and billing for the company's largest commercial and industrial customers, accounting for over 40% of the company's annual revenue.

1993-94 Billing and Support Services Manager

Managed a 62-person department and a $14 million budget which included responsibility for corporate billing functions and approval of maintenance/enhancements to the billing and customer information computer system. Managed all customer service support functions including skills training, response to regulatory agency complaints, the development and maintenance of customer service policy, remittance processing and corporate mailing.

1985-86 Supervisor, Credit Services

Developed and maintained the company's credit determination policies and procedures and collection practices. Gary revitalized the stagnant department into a motivated and productive group.

1981-84 Supervisor, Work Analysis

Supervised the company's productivity improvement team, concentrating on process improvements and change management. Was an integral part of the company' s Organization Development Department.

1978-81 Work Measurement Analyst

Interviewed management and performance level employees, studying their procedures, measuring their workload, developing standards and performance indicators to arrive at more efficient procedures and proper staffing levels - reported to the company's Management Committee for Efficiency and Cost Control.

1973-77 Programmer/Analyst

Provided support for the programmers and other system analysts regarding the design and control of all company forms. Coordinated the design and implementation of the company's computer output microfilm system. Conducted ratio delay/time distribution studies on the company's gas shop crews, gas street crews, gas servicemen, electric meter crews, and transportation mechanics to provide data for the decentralization of the company from 1 service center to 5 in Denver.

Curtis Tarr

MANAGER & SENIOR CONSULTANT

Curtis Tarr is a Senior Information Technology professional with experience in managing systems design, development and integration within the energy industry. Curtis combines business acumen with information technology expertise to develop and execute strategic technology plans aligned with corporate goals. He has excellent communication skills and is effective with both business executives and technical groups.

EDUCATION

MS Management Information Systems, Texas Tech University

BBA Management Information Systems, Texas Tech University

TMG CONSULTING EXPERIENCE

Senior Consultant, 2004 – Present

SASKEnergy | Serving 340,000 gas customers. Senior Consultant participating in developing an application plan for the utility. The plan consisted of an assessment of the current environment, the identification and assessment of alternatives, the identification of requirements, the development of a business case, and presentations and approvals. SASKEnergy is considering moving forward with a CIS evaluation and selection effort, which Curtis is planning to be involved.

City of Phoenix | Serving 350,000 water, wastewater, and solid waste customers. Consultant assisting with a CIS evaluation and selection process. Activities include: interviews and surveys, identification of requirements, current assessment, identification and assessment of alternatives, development of a design blueprint, development of an RFP, assessment of proposals, vendor confirmation and due diligence, contract negotiations, and presentations and approvals.

Green Mountain Energy | Serving 600,000 customers with electric service. TMG Consulting is bringing retail market knowledge and experience to the CIS application planning and selection process. TMG Consulting's methodology and tools were instrumental in assessing GMEC's current environment, formulating business and technology strategies, preparing an RFP, and evaluating RFP submissions. Curtis will also provide GMEC alternative solutions, a cost/benefit analysis and a blueprint for success. The chosen solution will allow GMEC to realize business efficiencies through the elimination of business workarounds and redundant business operations and data sources.

RELEVANT EXPERIENCE

Electric Reliability Council of Texas: Director, IT Delivery & Operations

Dynegy Energy Services: Senior Consultant

Shell Energy Services Company: IT Applications Manager

Exxon Company: Senior Systems Specialist

INDUSTRY EXPERIENCE

Business: Business Integration, Process Improvement, Strong Communications, Business Development, Work Flow Design, O&G Up/Down Stream, Deregulated Energy, Startup Operations, CRM and Customer Care, Billing, Collections, Finance, Retail Operations, Energy Wholesale Ops

Management: Project Management, Operations Management, Exec-level Interaction, Client Management, Vendor Management, Customer Focus, Staff Development, Budget Management, Policies & Procedures, Mentoring & Training, Detail Oriented, High Integrity

Information Services: IS Strategy & Vision, Capacity Planning, Production Controls, Standards, QA and Testing, 24x7 Operations, Full System Life Cycle, Audit, Outsourcing, High Availability, Organization, Reporting and Metrics, Problem Resolution, Disaster Recovery

Information Technology: Enterprise Application Integration, Transaction Processing, Enterprise Architecture, Software Development, Event Management, Database Design & Administration, Structured Techniques, Data Warehouse, OO Analysis and Design, Data Modeling

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TMG Qualifications – Projects Last 3 Years

TMG Consulting has performed 50 CIS projects in the past 3 years. The projects are presented in the following table for your information and reference in consideration of this proposal. TMG Consulting has never had a failed project.

Active	ClientName	City	State	Project Type	Utility Type	Project Scope	Budget	Schedule StartDate	Schedule EndDate	Final Outcome
	Aquarion Water Company	New Haven	Connecticut	Prod Sel	Investor	CIS Planning & Selection	$ 145,000	3/28/2005	11/30/2005	Selected SAP CIS/ERP/EAM currently implementing
	Chelan County PUD	Wenatchee	Washington	Aud/Study Install	PUD	Business Readiness Report	$ 20,000	11/1/2003	2/29/2004	
	Chelan County PUD RW Beck, Inc.	Wenatchee	Washington	Aud/Study Install	PUD	CIS Review	$ 20,000	10/1/2003	10/31/2003	
	City of Albuquerque	Albuquerque	New Mexico	Prod Sel	Municipal	CIS Selection	$ 200,000	8/1/2003	12/30/2003	Selected PeopleSoft CIS/CRM
	City of Albuquerque	Albuquerque	New Mexico	Install QA	Municipal	CIS Install QA	$ 360,000	1/1/2004	5/31/2005	Implemented PeopleSoft CIS/CRM
	City of Albuquerque	Albuquerque	New Mexico	Prod Sel	Municipal	CRM Contract Negotiation	$ 120,000	8/1/2004	8/31/2004	Selected PeopleSoft CIS/CRM
	City of Columbus, OH (Blue Heron)	Columbus	Ohio	Prod Sel	Municipal	Contract Review (sub for Blue Heron)	$ 30,000	9/1/2004	9/30/2004	
	City of High Point, NC	High Point	North Carolina	Prod Sel	Municipal	CIS Selection	$ 12,000	4/1/2004	4/30/2004	Selected and implemented Cayenta CIS
	City of Honolulu Board of Water Supply	Honolulu	Hawaii	Prod Sel	Municipal	CIS Business Case Study	$ 40,000	1/10/2005	2/28/2005	Decision to replace their legacy CIS, waiting on funding
	City of Los Angeles Dept. of Water & Power (LADWP)	Los Angeles	California	App Plan	Municipal	CIS Business Requirements	$ 24,000	6/1/2003	6/30/2003	Building requirements for subsequent CIS selection
	City of Lubbock, TX	Lubbock	Texas	Aud/Study Prod	Municipal	Split CIS System into 2 Systems	$ 140,000	5/1/2004	6/30/2004	Implemented Banner CIS
	City of Milwaukee Water Works	Milwaukee	Wisconsin	Prod Sel	Municipal	CIS Evaluation & Selection	$ 175,000	7/1/2003	8/31/2004	Selected Systems & Software CIS
ACTIVE	City of Milwaukee Water Works	Milwaukee	Wisconsin	Install QA	Municipal	CIS Install QA	$ 360,000	9/1/2004		Implementing Systems & Software CIS
	City of Newport News, VA	Newport	News	Prod Sel	Municipal	CIS Evaluation & Selection	$ 145,000	3/1/2004	10/31/2005	Selected SAP CIS
ACTIVE	City of Orlando Utilities Commission	Orlando	Florida	Install QA	Municipal	CIS Installation QA Program	$ 120,000	8/15/2005		Implementing PeopleSoft CIS
ACTIVE	City of Philadelphia	Philadelphia	Pennsylvania	Install QA	Municipal	CIS Implementation Project Assessment	$ 30,000	2/1/2006		Reviewing legacy billing & failed Oracle implementation
	City of Peoria	Peoriz	Arizona	Product Selection	Municipal	CIS Evaluation & Selection	$ 60,000	6/3/2003	12/1/2003	Implemented the Harris CIS
ACTIVE	City of Phoenix	Phoenix	Arizona	App Plan	Municipal	CIS Application Planning	$ 308,000	12/1/2005		Engaged in a CIS selection effort
	City of Sacramento	Sacramento	California	Install QA	Municipal	CIS Installation QA	$ 577,000	5/1/2003	4/30/2005	Implemented PeoplesSoft CIS
	City of San Jose	San Jose	California	Prod Sel	Municipal	CIS Evaluation & Selection	$ 168,000	8/1/2003	7/16/2004	Selected & Implementing PeopleSoft CIS
	City of San Jose	San Jose	California	Prod Sel	Municipal	New Civic Center Voiceover IP Selection	$ 50,000	2/1/2004	7/16/2004	Selected new Voice Over IP
ACTIVE	City of Seattle	Seattle	Washington	App Plan	Municipal	CIS Complex Billing Planning	$ 50,000	10/18/2005		Selecting a complex billing product

Continued...

TMG Qualifications – Projects Last 3 Years

Active	ClientName	City	State	Project Type	Utility Type	Project Scope	Budget	Schedule StartDate	Schedule EndDate	Final Outcome
	City of West Palm Beach	West Palm Beach	Florida	Install QA	Municipal	CIS Installation QA	$ 360,000	1/1/2003	10/31/2004	Implemented PeopleSoft CIS
	Dona Ana County Utilities	Las Cruces	New Mexico	Aud/Study Prod	PUD	CIS Business Case Analysis	$ 50,000	5/1/2003	10/31/2003	Decision to implement a CIS
	East Bay MUD	Oakland	California	Prod Sel	Municipal	CIS Selection	$ 175,000	7/1/2004	11/30/2005	Selecting a new CIS
	Entergy	New Orleans	Louisiana	Metrics/Process Prog	Investor	CIS Metrics	$ 10,000	1/1/2004	6/30/2004	Provided CIS Operational Metrics
	Entergy	New Orleans	Louisiana	Testify/Bond Rating	Investor	CIS Rate Case Testimony	$ 40,000	1/1/2004	6/30/2004	Provided Expert Witness Testimony
	Equitable Resources	Pittsburgh	Pennsylvania	Aud/Study Install	Investor	CIS Installation Audit 2	$ 20,000	10/1/2003	11/30/2003	Audit of their failing Optiron CIS implementation
	Green Mountain Energy	Austin	Texas	Prod Sel	Retailer	CIS Selection	$ 140,000	3/1/2004	10/31/2004	Selection of the Excelergy CIS
	Hydro Ottawa	Ottawa	Ontario, Canada	Install QA	Provincial	CIS Project Installation QA	$ 340,000	7/1/2003	1/31/2004	Implementation of the PeopleSoft CIS
	Kansas City Power & Light (Great Plains Energy)	Kansas City	Missouri	Prod Sel	Investor	Billing System Analysis and RFP Preparation	$ 20,000	8/1/2004	8/31/2004	Review of the Legacy Billing System
	Kansas City Power & Light (Great Plains Energy)	Kansas City	Missouri	Prod Sel	Investor	RFP For Complex Billing	$ 100,000	8/1/2004	8/31/2004	Selection of a complex billing engine
	Lee County Electric Cooperative	North Fort Meyers	Florida	Prod Sel	Cooperative	CIS Business Plan and CIS Selection	$ 240,000	5/1/2003	3/31/2004	Selection of SPL CC&B
	Lee County Electric Cooperative	North Fort Meyers	Florida	Install QA	Cooperative	CIS Installation QA	$ 360,000	4/1/2004	12/31/2005	Implementing SPL CC&B
	National Grid USA	Syracuse	New York	Prod Sel	Investor	CIS Evaluation & Selection	$ 420,000	2/1/2004	11/30/2004	Upgrading legacy billing system
	Northeast Utilities	Hartford	Connecticut	App Plan	Investor	CIS Application Plan	$ 60,000	5/1/2003	7/31/2003	Upgrading legacy billing system
	Omaha Public Power District	Omaha	Nebraska	Prod Sel	Municipal	Mobile Workforce Management System	$ 140,000	11/1/2003	9/30/2004	Implementing new WMS
	Otter Tail Power Company	Fergus	Minnesota	App Plan	Investor	CIS/CRM Application Planning	$ 29,000	9/26/2005	2/28/2006	Decision to replace their legacy billing system
	Pepco Holdings, Inc.	Washington	D.C.	App Plan	Investor	CIS Business Case	$ 220,000	3/28/2005	5/31/2005	Decision to replace their legacy billing system - waiting for selection
	Santee Cooper	Monks Corner	North Carolina	App Plan	Municipal	CIS Planning	$ 150,000	4/1/2005	11/30/2005	Decision to replace their legacy billing system
ACTIVE	Santee Cooper	Monks Corner	North Carolina	Product Selection	Municipal	CIS Selection	$ 120,000	2/15/2006	8/30/2006	Selecting a new CIS
ACTIVE	SaskEnergy	Regina	Saskachewan, Canada	App Plan	Provincial	CIS Application Planning	$ 109,000	10/24/2005		Decision to replace their legacy billing system
	Southern Maryland Electric Coop (SMECO)	Hughsville	Maryland	Prod Sel	Cooperative	IVR Selection	$ 70,000	1/17/2005	9/30/2005	Selected and implemented a new IVR
	Southern Maryland Electric Coop (SMECO)	Hughsville	Maryland	Prod Sel	Cooperative	CIS Selection	$ 168,000	1/17/2005	9/30/2005	Selected and implementing a new CIS
ACTIVE	United Illuminating	New Haven	Connecticut	Install Services	Investor	Project Management Outage Mgt. System	$ 788,000	12/6/2005		Selected and implementing a new outage management system
	United Water		New Jersey	Rates Analysis	Investor	Support Billing Costs For Outsourced Solution	$ 10,000	12/1/2005	1/1/2006	Completed Rates Analysis
	W.E.B. Aruba N.V.	Dutch Carribean	Aruba	Prod Sel	Provincial	CIS Business Case	$ 80,000	8/1/2004	9/30/2004	Decision to replace their legacy billing system
	Winnipeg, Manitoba	Winnipeg	Manitoba, Canada	Aud/Study Prod	Provincial	CIS Study on Outsourcing Water Billing	$ 24,000	8/16/2005	9/30/2005	Decision to replace their legacy billing system

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Vendor Independence & Disclosures

- TMG has never been involved in a lawsuit in the history of our firm and we currently have no lawsuits pending.

TMG Consulting has no conflict of interest.

- TMG Consulting does not exercise or hold any interest in the products and systems in the marketplace which may be considered for implementation; is financially independent of related vendor and product providers; and is in a position to provide unbiased and objective recommendations and opinions.

Furthermore:

- TMG Consulting has no real or potential conflicts and will represent the Client's best interests.
- The Client can be assured that TMG Consulting is completely independent and does not maintain any formal or informal relationships with hardware, software or service providers.
- TMG Consulting does not offer software and has no vested interest in software solutions.
- TMG Consulting does not offer hardware and has no vested interest in hardware solutions.
- TMG Consulting will be contractually bound to non-disclosure and confidentiality agreements. If there is a potential situation which may benefit two of our customers (for example product modifications were shared between two of our customers or a shared regional approach) we would first approach the Client to discuss the situation and proceed as directed.
- TMG Consulting has never had a filing or complaint lodged against our company. We have assisted customers in litigation as an expert witness but have never been a target of litigation.
- TMG Consulting has no possible or pending changes in ownership including but not limited to acquisitions or divestitures

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Greg W. Scott
Certified Public Accountant
1908 Justin Ln., Suite 100
Austin, Texas 78757
(512) 458-2722
Gscottcpa@sbcglobal.net

To TMG Consulting Inc.
Austin, TX

I have compiled the accompanying statement of assets liabilities and equity - income tax basis, of **TMG Consulting Inc.**, as of December 31, 2004, 2003, and 2002 and the related statement of revenue and expenses and cash flows- income tax basis for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The financial statements have been prepared on the accounting basis used by the Company for federal income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. I have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or any other form of assurance on them.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared on the income tax basis of accounting. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, revenues and expenses. Accordingly, these financial statements are not designed for those who are not informed about such matters.

Greg W. Scott
Certified Public Accountant
February 6, 2006

TMG Consulting, Inc.

Financial Statements

December 31, 2004, 2003 and 2002

TMG Consulting, Inc.
Statement of Assets and Liabilities
December 31, 2004, 2003, and 2002

	2004	2003	2002
Assets			
Cash and Equivalents	$44,227	$135,092	$130,767
Other Current Assets	21,159	20,630	40,330
Fixed Assests	496,025	427,556	334,675
Accumulated Depreciation	481,818	399,006	281,530
Net Fixed Assests	14,207	28,550	53,145
Intangible Assests	4,338	4,338	4,338
Accumulated Amortization	3,374	1,928	482
Net Intangible	964	2,410	3,856
Total Assets	$80,557	$186,682	$228,098
Liabilities and Stockholder Equity			
Current Liabilities	$39,852	$43,606	$57,538
Common Stock	1,000	1,000	1,000
Retain Earnings	39,705	142,076	169,560
Total Liabilities and Stockholder Equity	$80,557	$186,682	$228,098

TMG Consulting Inc.
Statement of Revenue and Expenses
For the years ended December 31, 2004, 2003 and 2002

	2004	2003	2002
Revenue			
Gross Revenue	$2,050,281	$2,622,564	$2,252,306
Expenses			
Wages & Compensation	1,287,273	1,368,918	1,142,627
Professional Fees	193,147	445,121	141,524
Depreciation & Amortization	84,258	118,922	64,672
Rent	27,651	29,736	16,507
Repairs & Maintenance	24,285	20,785	11,395
Taxes	9,697	29,461	7,000
Marketins & Advertising	80,725	38,604	139,511
Travel	66,972	80,094	309,121
Communication	60,705	82,121	56,599
Traininag & Seminars	11,727	37,497	6,515
Office Expense	34,586	59,745	44,824
Utilities	15,349	9,440	15,444
Insurance	7,454	7,039	6,246
	1,903,829	2,327,483	1,961,985
Net Operating Income	$146,452	$295,081	$290,321
Other Income (Expenses)			
Interest Income	75	483	1,178
Other Gain and Losses	19,268		
Charitable Contributions	(2,392)		
Total Other Income (Expenses)	16,951	483	1,178
Net Revenue over Expenses	$163,403	$295,564	$291,499

TMG Consulting, Inc.
Statement of Cash Flows
For the years December 31, 2004, 2003, and 2002

	2004	2003	2002
Cash and Equivalents beginning of year	$135,092	$130,767	$89,957
Net Revenue over Expenses	163,403	295,564	291,499
add non-cash items			
Depreciation and Amortization	84,258	118,922	64,672
Change in Current Assets	(529)	19,700	(9,116)
Change in Current Liabilites	(3,754)	(13,932)	45,737
Capital expeditures	(68,469)	(92,881)	(51,873)
Dividends to Shareholder	(265,774)	(323,048)	(300,109)
Net increase (decrease) in Cash	(90,865)	4,325	40,810
Cash and Equivalents end of the year	$44,227	$135,092	$130,767

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Proposed Pricing

GUARANTEED PROFESSIONAL FEES

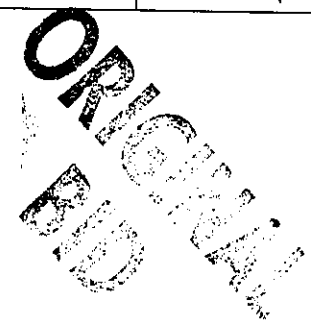
TMG will provide the City with CIS Selection Services for Phase 1 at a total cost of $60,000 in professional fees and expenses.

TMG will provide the City with CIS Selection Services for Phase 2 at a total cost of $72,000 in professional fees and expenses.

TMG will provide the City with Quality Assurance /Project Oversight Services for a period of 12 months at a total cost of $168,000 in professional fees and expenses.

The City may terminate TMG's contract at any time during the project. These fees are guaranteed.

CIS Selection Services		
	Project Milestones	Fees
Phase 1	1. Design Blueprint	$24,000
Phase 1	2. Request For Proposal	$18,000
Phase 1	3. Vendor Proposals Received	$18,000
	Phase 1 - Total Proposed Fees	$60,000
Phase 2	4. Vendor Finalist Selected	$18,000
Phase 2	5. Best & Final Received	$18,000
Phase 2	6. Vendor Finalist Confirmed	$18,000
Phase 2	7. Installation Plan Complete	$18,000
	Phase 2 - Total Proposed Fees	$72,000
CIS Installation Services		
Phase 3	Monthly Project QA (12 mo x $14,000)	$168,000
	Phase 3 - Total Proposed Fees	$168,000



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Statement of Acceptance

TMG takes no exception with any of the general terms and conditions of the RFP nor to any insurance requirements, nor any other requirements listed in the RFP.

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PROPOSERS PRICING PAGE

1. Cost per phase/time frame

Phase I	$ 60,000	Duration 3 months
Phase II	$ 72,000	Duration 3 months
Phase III	$ 168,000	Duration 12 months
TOTAL COST OF ALL PHASES	$ 300,000	

2. Firm, Fixed Hourly Fee for Additional Services performed outside the RFP Scope of Work.

$ 150.00 /Hr.

3. Proposer agrees to reimbursement for per diem expenses on travel, lodging, and any other travel related expense outside the Scope Of Services, which are approved in advance by the City of Fort Lauderdale's Project Manager, in accordance with the City policies and limits.

Yes X No _____

Company Name: TMG Consulting, Inc.

Authorized Signature:
(authorized to bind the Company) Greg Galluzzi

Printed Name: Greg Galluzzi

Date: 08/17/06

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Variances

TMG has taken no variances or exceptions to specifications, terms and conditions of the RFP.