



Utility Outsourcing Specialists, Inc.
10532 La Hwy 1033
Denham Springs, LA 70726

Response to Lexington-Fayette Urban County Government

Request for Proposal Response Template

Billing Services
Request for Proposal

November 10, 2011

Transmittal Letter

November 14, 2011

Todd Slatin – Buyer Senior
Lexington-Fayette Urban County Government
Room 338, Government Center
200 East Main Street
Lexington, KY 40507

Dear Mr. Slatin:

Please accept this proposal as our response to your Request For Proposals for Billing & Collection Services – Sewer, Landfill & Water Quality Fees (RFP #40-2011.) We have made every effort to answer each and every item put forth in this RFP. If there are any questions or concerns, you may contact me at:

Travis Carpenter, President
Utility Outsourcing Specialists, Inc.
PO Box 1371
Walker, LA 70785
(225) 939-6146 cell

I am presenting this proposal as outlined in your RFP. We agree with the scope, terms and conditions of this RFP. Additionally, I have included the following sections:

- 1) Required Documents – We have attached all required documents from LFUCG's RFP and have filled out any information that was required
- 2) Attachments:
 - a) Attachment A: Detailed Functional Requirements – I have provided detailed responses for each section of your Requirements Response Matrix. We have included screen shots from our Software to help clarify our statements and to help you understand the functionality that is built in to our platform.
 - b) Attachment B: Our Partners – I have outlined the services and benefits offered by the key companies that we partner with. Rather than having to understand and create all of the technology that makes a great utility outsourcing company, we rely on the strength of our partners; our greatness lies in our relationships and our ability to coordinate those relationships into a unified platform.
 - c) Attachment C: Revenue Enhancement Services – We have provided a detailed overview of our Revenue Enhancement Services.

The pricing we have submitted is for those services that are being requested in your RFP. We have developed what we believe to be the best possible solutions for LFUCG as well as your customers as discussed in this proposal. We have also provided a quote for our Revenue Enhancement services in the Pricing section as well as a description of this service in the Attachments section. We believe that every utility should take advantage of this program as there is absolutely no risk, and the only outcome for LFUCG is additional revenue. We are currently working with the Louisville Water Company and the Metropolitan Sewer District and after reviewing approximately 40,000 accounts since February of this year we have increased their annual revenues by just over \$1,000,000 per year. We also mention additional services that we can provide but require too much to explain and

price given the scope of this RFP. Please know that our platform can provide much more value to your operations than just outsourced utility billing and customer service. Our GIS-centric workorder and asset management system can be delivered to your entire sewer department or across your entire organization. We can become the point for all contact with your customers, from setting up new accounts to issuing service orders for repairs or service. When a customer calls for new service we can issue a work order for delivering garbage cans or measuring properties for calculating ERU's, and then deliver those work orders via the internet to your field worker's mobile devices. Our asset management system tracks inventory from facility to field and all data entered in the system by your workers updates both the work order and asset management system. You can look on a map and see what was done where, when it was done, who did it, and what the results were. Customers can be updated instantly when needed and management can see the results in the form of maps, reports, and calendar views. Some of these services are included in our pricing and the rest is much more affordable than you think.

We are committed to the performance of this contract, as stated in this proposal, for the term of the contract and any extension thereof. If we are selected as the winning bidder, we guarantee to be ready and willing when that date arrives. Our price for these services, as stated in the attached Pricing Matrix, totals \$1.50 per premise number per month. This offer will be irrevocable for a period of 90 days subsequent to the due date of this Proposal (set for December 8, 2011); however, our desire to contract with LFUCG will remain in affect indefinitely.

Utility Outsourcing Specialists would like to thank LFUCG for including us in the opportunity, and we look forward to working with you in any way we can. Please do not hesitate to contact us for any questions or concerns that you may have. We look forward to the opportunity to make an oral presentation later in the month.

I am authorized by Utility Outsourcing Specialists, Inc. to negotiate on its behalf. By signing below I authorize that I have sufficient authority to commit Utility Outsourcing Specialists, Inc. to this proposal.

Sincerely,

By	12/8/2011
President	Date
Title	

Table of Contents

Transmittal Letter.....	2
Table of Contents	4
Executive Summary	6
Requirements Response Matrix	9
Vendor Scope of Work	14
Vendor Business Profile & References	15
Project Plan & Deliverables	27
Assumptions and Constraints	29
Vendor Questions	30
Pricing Matrix and Terms (Under Separate Cover).....	52
Implementation Pricing:	52
Pricing Approach:.....	52
Assumptions per component:	53
Addenda	55
Addendum # 1.....	55
Addendum # 2.....	56
Addendum # 3.....	57
Required Documents	58
Attachments.....	72
Attachment A: Detailed Functional Requirements.....	73
UMS Software Introduction.....	74
Function 1: Set-Up Customer Billing Database	75
Function 2: Calculate and Create the Bill	79
Function 3: Receive and Post Payments	82
Function 4: Provide Reports and Views of the Data.....	86
Attachment B: Our Partners.....	89

Continental Utility Solutions, Inc.	90
Curtis 1000.....	91
Tele-Works	95
Kalleo Technologies	97
NovoTX	98
Attachment C: Revenue Enhancement Services	100

Executive Summary

One of the first things you will notice about us is that we may not be as big as some of the companies that responded to this RFP. If this was 20 or even 10 years ago we would not consider competing against a Cincinnati Water Works. But *Small* is not what it used to be...and neither is *Big*. Technology has leveled the playing field, and in our opinion has made it better for small companies like ours. We can offer the same great services that any of our competitors offer; from websites that offer comprehensive account management services and payment options, to kiosks and lockbox services. Our platform is inexpensive to maintain, easy to use, and extremely scalable. It provides everything you need to properly manage your infrastructure and finances, AND MORE!!! It provides everything your customers need to manage their utility usage and payments, AND MORE!!! And it provides everything we need to professionally manage your utility operations and provide great customer service, AND MORE!!! And that is what we offer, MORE!!! Whatever our competition offers, we can do that. From web sites and mobile apps to flat rate billing and other options that drive down the price you pay for this service.

What really makes us unique is our people, our partners, and our collective experience. Our people understand this industry from the bottom up. Our president and CEO grew up reading meters from the time he was 11 years old. He worked his summers and put himself through college as a meter reader. All of our billing supervisors worked in the field at some point in their careers. We understand every step of the process, which is why we are better at customer service, and better at knowing what everyone needs in every step of the process, from your staff to you customers and from your elected officials to your accountants. For the things we do not know we have developed partnerships with some of the best names in the industry. We asked our partners to help us develop the type of system they would design if they were using their own software, and then we asked them to build it and teach us to use the system the way they meant for it to be used. We asked our partners to all work together to not only integrate their software, but to develop innovative ways to help utilities meet the ever-increasing demands of a technologically advanced and rapidly growing customer base, while managing the burdens of an existing and rapidly ageing infrastructure. That is what we have created. Our entire platform is designed to give you the tools you need to effectively manage your sewer operation: from managing and maximizing revenue to providing excellent customer support and from GIS integration to asset management.

What really sets us apart is how we use our experience to pay for the services we provide. That's right, our services pay for themselves, at least partly. We developed our revenue enhancement business when our experience showed us that there were millions of dollars being lost due to unbilled and misbilled utility use. You can read more about this service in our pricing section and in attachment C at the end of this document. And there is more. For instance, we have developed an innovative and low cost program for local businesses to provide advertising stuffers at a price that makes sense for them. Local small businesses benefit by targeting a selective audience at a price that is less than they would pay for postage for their own mail campaign; your customers benefit by receiving information about businesses in their neighborhoods, and LFUCG and UOS benefit through the additional revenue. Five envelop stuffers could offset the cost of our services by up to 25 cents per account. LFUCG would obviously have to approve such a program, but UOS

would work with LFUCG and local businesses to develop a professionally designed and managed program that would represent the standards to which LFUCG conducts its business. Our ultimate goal for this contract is to develop as much savings and additional revenue as possible to offset the cost of our services.

What makes us the right choice for this contract is our ability to work with LFUCG to provide a custom solution that works the way you want it to; to develop something that is uniquely *Lexington*. What makes us the right choice for this contract is our size and breadth of experience. It's the fact that you and your customers are dealing with people who care instead of a cold board of directors toying with the idea of looking at "other avenues," only to close the door on the project when it does not work out. In the past *Big* meant stability; but as you are well aware *Big* also means that you are held hostage by corporate bureaucracy. Every request becomes a legal discussion that must be passed before a team of engineers and policy makers for six months before someone determines that "This request is not in the best interest of our shareholders." The flexibility that we have built into our platform gives us the agility to respond to your and your customer's needs, quickly and efficiently. Our size means you are working with a company that really appreciates your business and does everything it can to keep that business. What we are most proud of is our ability to keep contracts. We still read meters for the first utilities we started this business with in 1977 and we have never lost a contract because someone was dissatisfied with our service.

We would like to state two very important and crucial points:

1. We fully understand what you are asking for in this RFP. We have reviewed every point in the RFP and have discussed it at length with our partners, who you will read more about below, and we all agree that your specifications as outlined in the RFP provide a minimum level of achievement for our platform. Our platform, our software, and our partners can provide all of the services you are requesting.
2. We also fully understand your situation and you make it quite clear with your RFP that you are interested in working with a company who can provide direction to LFUCG in this process, as well as a company that can provide you with a level of comfort in knowing that this endeavor will be successful. Our service is offered in the spirit of partnership. We are in effect a partnership managed through one simple contract. Our partners are committed to ensuring that your needs are met today and tomorrow. We will work with you to design, develop, and implement systems that will improve customer service, decrease City costs, and will help bridge the gap between LFUCG and your Citizens.

As you can see, we are not just a company looking to provide the service you are requesting. We are a company that can provide an ongoing partnership with LFUCG with the express goal of developing and continually improving your professional utility billing operation.

Our billing platform is built around UMS.net by Continental Utility Solutions, Inc. (CUSI) UMS provides the very best and latest in utility billing technology, and provides all of the tools needed to properly manage a utility billing operation. The technical teams at CUSI have already achieved preferred vendor status with American Water and they are currently

working together to develop protocols for the sharing of all information necessary to properly manage your system.

So what does this mean for LFUCG? We understand the utility business from a ground up point of view. We are a meter reading company so we know how to utilize and manage technology as it applies to field services. We are a billing company so we know how to utilize and manage technology as it applies to a utility billing operation. We are a customer service company so we understand what it means to make your citizens happy. And we are a Revenue Enhancement Company so we know how to help our clients maximize revenue management. We built our system to manage a utility as we do, with maximum efficiency, professional customer service, and reliability. We help you manage your utility with the highest standards as set forth in state or local codes or industry norms. We operate in an entirely transparent manner. Our platform is completely accessible by designated City personnel or representatives of LFUCG such as accountants or auditors. We can establish login credentials at a moment's notice and can set appropriate accessibility rights. Your staff has complete access to reports, logs, or account information. We are not just sending bills out and collecting payments, **We Are Properly Managing Your Utility Operation On Your Behalf.** We can even provide electronic accessibility to your field personnel for work orders, complaints, or other issues. Our technology system can help tie your sewer system together, from daily operations to ongoing maintenance. We open the doors so communication can happen. Customers receive timely and relevant notifications through email, phone messaging, the internet, social networking, or even smart phone apps. City personnel have open access to tracking the successes and failures of our operations in real time. Utility assets can be tracked and maintained within our GIS-centric Asset Management system. Our platform opens the door to the future of utility management. Our Customer Service Representatives will treat your customers like they are next door neighbors. We will treat them professionally and take the time to listen to and resolve their issues, and we will direct them to the appropriate City staff when relevant.

You see, a properly managed utility operation does not exist all by itself; a properly managed utility billing operations is a hub of activity that pulls resources from, or pushes information to, various systems and processes across your city. Your utility billing database is documentation of important information throughout your City. A printing or collection company may know how to send a bill and receive a payment, but do they concern themselves with managing a database to provide the highest quality utility operation possible? UOS does not just want to provide a service. We want to work with LFUCG to maximize the return on the investment you are making.

Requirements Response Matrix

The criteria for prioritizing the requirements were:

(S) Showstopper: Requirement must be supported for legal, audit, or policy reasons. Must be met by vendor for consideration

(H) High: Affects business process greatly.

(M) Medium: Affects productivity, quality of service. Significant value.

(L) Low: Requirement support would be "nice to have."

For each requirement listed in the *Requirements table* provided in below, please respond with one of the following values in the *Vendor Response* column:

2 indicates that this requirement is fully met by the services you are proposing.

1 indicates that you do not currently offer services to meet this requirement and will have to develop new internal processes in order to meet this requirement.

0 indicates that you do not currently offer this service, and do not plan on offering it in the future to meet the requirement.

For any response of 0, or 1, please describe the uncertainty or limitation related to the response.

Please see our detailed responses to these requirements in Attachment A: Detailed Functional Requirements

Requirement Description	Vendor Response (0,1,2)	Priority Rating
Requirement 1.1: The ability to set-up a customer billing database to accommodate bill generation and payment history <ul style="list-style-type: none"> • KAWC will provide 12 months of data as a starting point • The type of data to be stored for each customer is provided in Attachment 1. In the design stage, fields not required to support the billing process will be identified and will not be required to be maintained in the database. • Vendors should explain any limitations associated with this requirement 	2	S
Requirement 1.2: The ability to add additional fields for the historical customer database <ul style="list-style-type: none"> • A GIS ID will eventually be added. The GIS ID will be a unique ID that will relate back to each customer address. 	2	H
Requirement 1.3: The ability to use a primary key to link customer data between the 3 billing sources; sewer, WQ, and Landfill <ul style="list-style-type: none"> • This is currently a 9-digit code called a premise number. • This will be important to link adjustments that come in from the three sources to the appropriate customer account. 	2	H
Requirement 1.4: The ability to link a closed account from previous service to a current account for payment collection and historical purposes	2	H
Requirement 1.5: The ability to maintain multiple addresses and contact info for an account and Identify which address should receive the bill	2	H
Requirement 1.6: The ability to provide a secure environment to store the customer database.	2	S
Requirement 2.1: The ability to accommodate the billing calculations as defined in Attachment 2	2	S
Requirement 2.2: The ability to easily change the rate charged for each fee	2	H

Requirement Description	Vendor Response (0,1,2)	Priority Rating
Requirement 2.3: The ability to generate an easy to read, informative bill that contains at minimum, the information in Attachment 3	2	H
Requirement 2.4: The ability to calculate and generate the bill for mailing within 3 days of receiving the data from LFUCG. <ul style="list-style-type: none"> • Regular billing cycle process of daily or weekly per data availability from KAWC 	2	M
Requirement 2.5: The ability to add notes to bills for the purpose of informing customers	2	M
Requirement 2.6: The ability to include multiple accounts on one bill <ul style="list-style-type: none"> • See the example in Attachment 4 	2	M
Requirement 2.7: The ability to add the LFUCG seal to the bill	2	M
Requirement 2.8: The ability to accommodate LFUCG edits to the bill design prior to implementation	2	M
Requirement 2.9: The ability to receive and apply adjustments to bills <ul style="list-style-type: none"> • LFUCG will send adjustments to all three fees on a daily, weekly or monthly basis 	2	H
Requirement 2.10: The ability for the vendor to accommodate the LFUCG timeline for implementing the billing system <ul style="list-style-type: none"> • Billing to begin on 4/1/2012 • Vendor may submit an alternate date and provide rationale for alternative 	2	H
Requirement 3.1: The ability to receive and post payments to customer accounts on a daily basis	2	H
Requirement 3.2: The ability to track and collect all accounts receivables through an agreed upon aging date, i.e., 120 days, 150 days, etc.	2	H
Requirement 3.3: The ability to generate and mail a second notice for unpaid accounts <ul style="list-style-type: none"> • Vendor to suggest best practices for this process • Include shut-off process for delinquent customer accounts 	2	H

Requirement Description	Vendor Response (0,1,2)	Priority Rating
Requirement 3.4: The ability to receive customer payments via multiple methods <ul style="list-style-type: none"> Credit Card, EFT, Phone, Mail, Cash, Internet Vendor should specify methods and best practices around payment methods 	2	H
Requirement 3.5: The ability to apply partial payments in a specific order <ul style="list-style-type: none"> 1st WQMF, 2nd Landfill, 3rd Sewer 	2	S
Requirement 3.6: The ability to provide customer service to LFUCG user fee customers <ul style="list-style-type: none"> To answer questions about the bill To arrange payment 	2	M
Requirement 3.8: The ability to receive and apply adjustments to bills <ul style="list-style-type: none"> Each area will send adjustments on a daily, weekly or monthly basis 	2	H
Requirement 4.1: The ability to provide LFUCG access to the vendor's billing data <ul style="list-style-type: none"> For operational purposes Possibly provide a snapshot of the activity at a specified time to allow LFUCG to conduct analysis 	2	S
Requirement 4.2: The ability to provide a unified bill history allowing all three fees' history to be viewed together	2	H
Requirement 4.3: The ability to allow LFUCG the ability to export data fields for download <ul style="list-style-type: none"> For authorized LFUCG users 	2	H
Requirement 4.4: The ability to provide a detailed aging report to LFUCG in an electronic format <ul style="list-style-type: none"> Formatted to allow sorting capabilities 	2	H
Requirement 4.5: The ability to generate a list of active versus inactive accounts and print to an exception report <ul style="list-style-type: none"> To be used in a business process by LFUCG 	2	H
Requirement 4.6: The ability to report on the number of customers that are classified as residential, commercial, industrial or OPA	2	H

Requirement Description	Vendor Response (0,1,2)	Priority Rating
Requirement 4.7: The ability for LFUCG to add notes to the bill history <ul style="list-style-type: none"> To be used when reviewing an account 	2	M
Requirement 4.8: The ability for LFUCG to create their own reports from the views/access they will be allowed	2	H
Requirement 4.9: The ability for the vendor to provide standard reports <ul style="list-style-type: none"> Specific report samples will be provided to finalist vendors Vendor should supply price structure breakdown per number of reports provided 	2	H

Vendor Scope of Work

The major components of the desired scope of work for the vendor are comprised of the following items. Please indicate your ability and commitment below with a “yes” or “no” for each line item. A “yes” response is a binding commitment by the vendor to fulfill the responsibility within the scope and price of their RFP response. For any “no” answers, please explain the associated limitations or constraints.

Vendor Responsibilities	Yes or No
Provide services to fulfill the business and technical requirements for a Billing Service	YES
• To manage this project as the prime contractor, if other firms are involved	YES
• To develop any customized components necessary to meet the requirements for which you’ve answered as such	YES
• To provide solution users, and systems administrators training in the area of report generation, using examples	YES
• To comply with all RFP response criteria	YES

Vendor Business Profile & References

Vendor Business Profile

Please submit the following business information items about your company and subcontractors:

Company name, headquarters address, and local responsible office

Utility Outsourcing Specialists, Inc.
10532 La Hwy 1033
Denham Springs, LA 70726

Primary Contact:

Travis Carpenter, President and Owner
(225) 939-6146
tcarpenter@uosglobal.com



Secondary Contact:

Jeff Harlan, Sales and Technology Director
(270) 210-6431
jharlan@uosglobal.com

Local Responsible Office

Utility Outsourcing Specialists, Inc.
Biloxi Operations
195 Main Street
Biloxi, MS 39530

Number of years in business

Utility Outsourcing Specialists, Inc. was chartered in Louisiana as Meter Reading Specialists, Inc. in January, 1977 by Mr. Joe T. Carpenter. Mr. Carpenter started the business to read water and gas meters for the City of Denham Springs, LA, and received a second contract in August 1977 to read water meters for Ward II Water District, which covered the rural areas around Denham Springs. We continue to read meters for both of these customers 34 years later. We continued growing the meter reading business and now read over two million meters per year for over 40 utilities. Mr. Carpenter decided it was time to retire in 2002 and passed the leadership of the organization to his son Travis Carpenter. Travis had read meters since the inception of the company when he was 11 years old. He worked for the company full time since 1994 as a meter reading supervisor and controller, and assumed the role of CEO in 2002. By 2003 we began to worry about our ability to continue growing this business due to advances in automated meter reading (AMR) technologies. That year we expanded our business service offering to include Revenue Enhancement services and began exploring other opportunities such as billing and collections. In 2004 we received a contract with the City of Biloxi to provide meter reading, billing, and collection services. After five successful years of managing the Biloxi contract, which included a year of struggle after Hurricane Katrina, we decided to expand our service offerings and started offering submetering services for the multifamily industry in 2009. We also hired an IT specialist to expand our technology platform in order to create efficiencies and develop stronger customer service. To reflect our changing service offerings, we

decided to change our name from Meter Reading Specialists, Inc., to Utility Outsourcing Specialists, Inc. This change became effective January 1, 2010. In December 2010 we contracted with the Town of Franklinton, La to provide our utility billing platform and are currently working on a contract for the town of Madisonville, La. Our Revenue Enhancement division recently finished a very successful contract with the City of Miami Beach, FL and we began a contract with Louisville Water Company and the City of Louisville, KY Sewer Department in February. Since starting this contract we have increased the Sewer Departments annual revenue by nearly \$1,000,000.

Number of years active in providing billing services

As discussed in the previous section, we have been in the utility outsourcing business for 34 years, providing meter reading services for all of those years and utility billing and collections services for six years, and our staff has over 20 years of combined experience in the utility billing industry. We have provided Revenue Enhancement services for seven years, although our Revenue Enhancement staff has provided this service for over 20 years for various employers (see David Livingston's resume below.)

Annual revenue

UOS is a privately owned company therefore, UOS is not in practice of sending out financial statements without strict confidentiality agreements and economic reason. In such, we will be pleased to provide adequate representation of our financial standing if we are selected as the preferred provider.

Business structure (e.g., C-Corp, S-Corp, LLC)

Utility Outsourcing Specialists, Inc. is a Louisiana Subchapter S Corporation established in 1977 as Meter Reading Specialists, Inc. Our name was changed to Utility Outsourcing Specialists, Inc. effective January 1, 2010 to reflect our changing business model.

Ownership (if publicly traded, include exchange and symbol)

All stock is owned by Joe Carpenter (10%), founder of the company, and Travis Carpenter (90%).

Total number of employees

UOS has a total of 50 full and part time employees.

References

(customer name, telephone number) for work performed over the last three years for projects relevant to this one (i.e., comparable functionality for similar size corporation).



City of Biloxi, MS

12,500 water/sewer accounts

Customer since: April 2004

Service Provided: Currently under contract to manage the water and sewerage meter reading and utility billing operations. Contract scope includes meter reading, billing and collections, customer service, maintaining the meter population and revenue enhancement activities.

Contact: Mr. Richard Sullivan
 Public Works Director
 P.O. Box 429
 Biloxi, MS 39530
 (228) 435-6271



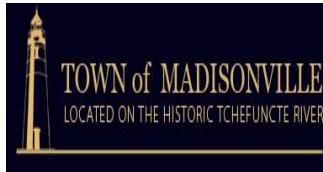
Town of Franklinton, LA

2,400 water/gas meters

Customer since: Meter Reading - March 2002
 Billing and Collections Platform – January 2011

Service Provided: Currently under contract to read 2,800 water and gas meters and provide billing and collections platform for 1800 accounts billed per month. Contract scope includes meter reading, billing platform, printing and mailing.

Contact: Ms. Merty Fitzmorris, Town Clerk
 301 11th Avenue,
 Franklinton, LA 70438
 985-839-3569



Town of Madisonville, LA

2,800 water/gas meters

Customer since: Meter Reading - May 2006
 Billing and Collections Platform – November 2011

Service Provided: Currently under contract to read 2,800 water and gas meters and provide billing and collections platform for 2,800 accounts billed per month. Contract scope includes meter reading, billing platform, printing and mailing.

Contact: Jeanie Morlier, Deputy Town Clerk
 P.O. Box 160
 Madisonville, LA 70447
 (985) 845-7311



City of Denham Springs, LA

15,000 water/gas meters

Customer since: January 1977

Service Provided: Currently under contract since January 1977 to read 15,000 water and gas meters. Contract scope includes meter reading, and rereads. **We started our business with this contract.**

Contact: Mayor James E. Durbin
 941 Government St.
 Denham Springs, LA 70726
 225-667-8317 OFFICE


Ward 2 Water District

18,000 water meters

Customer since: January 1977

Service Provided: Currently under contract since January 1977 to read 15,000 water meters. Contract scope includes meter reading, and rereads. **We started our business with this contract in 1977.**

Contact: Mr. Preston Killcrease
 Manager
 P.O. BOX 637
 Denham Springs, LA 70727
 225-665-5188 Office

Revenue Enhancement References

City of Miami Beach, FL

Mr. Keith Wilder
 Senior Management Analyst
 Public Works Department
 1700 Convention Center Dr.
 Miami Beach, FL 33139
 305-673-7000 ext. 6192

We are under contract with Miami Beach to provide Revenue Enhancement Services since June of 2008. We have increased the City's utility revenues by over \$1,500,000 over the past 30 months and project that we will increase LFUCG's revenues by over \$1.8 million over our three year contract. Miami Beach has just over 14,000 utility accounts

Louisville Water Company

Ms. Christy Weikert
 Project Manager
 4801 Almond Ave.
 Louisville, KY
 (502) 583-6610

We are under contract with Louisville Water Company and the Louisville Metropolitan Sewer District to provide Revenue Enhancement Services since January of 2011. In the first 6 months of this contract we have increased their utility revenues over \$750,000 per year after reviewing only 9% of their 296,000 customer accounts.

Additional References

CITY OF HAMMOND, LA

Mayson Foster, Mayor
P.O. BOX 2788
Hammond LA 70404
985-542-3525 OFFICE

CITY OF BYHALIA, MS

MR. PHIL MALONE, MAYOR
161 HWY 309 S.
BYHALIA, MS 38611
662-838-2135 OFFICE

EAST CENTRAL VERNON WATER SYSTEM

MR. CRAIG JEANE, MGR
P.O. BOX 290
SLAGLE, LA 71475
318-238-9009 OFFICE

CITY OF ABITA SPRINGS, LA

MS. JENNIFER OALMAN
P.O. BOX 461
ABITA SPRINGS, LA 70420
985-892-0711 OFFICE

BOGUE LUSA WATER WORKS

MS. MARY THIGPIN
26070 HWY. 21
ANGIE, LA 70426
985-735-1669 OFFICE

CITY OF BREAUX BRIDGE, LA

MS. JUDY BILLARD
101 BERARD
BREAUX BRIDGE, LA 70517
337-332-2171 OFFICE

CITY OF WALKER, LA

MR. BOBBY FONT, MAYOR
P.O. BOX 217
WALKER, LA 70785
225-665-4356 OFFICE

CITY OF MANDEVILLE, LA

MS. DONNA COCKBURN
3101 EAST CAUSEWAY APPROACH
MANDEVILLE, LA 70448
985-626-3144 OFFICE

Resumes of Specific Key Project Staff: (e.g., All Project Managers)

Travis Carpenter, President

Role for Lexington, KY Contract – Mr. Carpenter will lead the contract negotiations. Mr. Carpenter will assist with all aspects of the transition and implementation of this contract. Will also assist in the development of Revenue Enhancement services. His background includes extensive experience in meter reading and field service operations.

Professional Profile

Thirty-four years of Utility Contracting Experience. Solid background in marketing and working with municipalities, utilities and other governing bodies throughout the country. Proven ability to develop, implement and manage revenue enhancement programs and utility service contracts.

Experience:

Utility Outsourcing Specialists

1977 to Present

President 2002 to Present

- Responsible for overall operations.
- Organizes all Sales and Marketing projects.
- Responsible for all contract procurement and administration.

General Manager 1998 to 2002

- Developed and managed all corporate administrative activities.
- Responsible for all contract procurement and administration, financial planning and reporting, budget preparation, job costing, human resources and systems development.
- Responsible for new business development including Revenue Enhancement Services.
- Assisted in revenue enhancement programs to identify and recover additional revenues

Supervisor 1994 to 1998

- Managed five meter reading crews throughout Louisiana and Mississippi.
- Customer service liaison.
- Developed meter reading and safety procedures.
- Assisted in contract procurement and management.
- Read water, gas and electric meters for contracts throughout Louisiana and Mississippi.

Meter Reader 1977 to 1994 (Part Time)

- Read water, gas, and electric meters for contracts throughout Louisiana and Mississippi
- Customer service

Education:

- | | |
|---|-----------------|
| Louisiana State University | Baton Rouge, LA |
| ▪ Major in Political Science | |
| Louisiana State University Medical Center | New Orleans, LA |
| ▪ Major in Cardiopulmonary Science | |
| University of the South | Sewanee, TN |
| ▪ General Studies | |

Donna J. Freeman, Vice President of Submetering & Customer Service Director

Role for Lexington, KY contract – Ms. Freeman will assist in the implementation process and will be responsible for collecting and documenting all business requirements and processes. She will act as the project manager once we finish the conversion and implementation process and begin live billing. She will be the main contact for Lexington staff and will work closely across departments and key personnel to ensure a smooth transition to UOS services.

Professional profile

Accomplished director of operations with 25 years of business experience. Significant positions held in banking, retail, customer service, property management, and utility billing. Strengths include customer service focus, ability to make decisions that deliver results, sales and operational skills, and managing client relationships.

Experience:

Utility Outsourcing Specialists 2009 to present

Vice President Submetering And Customer Service Director

- Generate new contracts and create the billing structure for the new customer
- Manage properties for read, bill, and collections
- Create and train cities and properties using a computer billing system

Rustic Peddler Country Shoppe, Inc. 2006 to 2009

Owner /President

Managed all aspects of operating a retail business including buying and merchandising.

Commercial Water & Energy, Co. 1999 to 2007

Director Of Operations

- Responsible for the operations of a million dollar water sub-metering utility billing company. Managed human resource, installation, billing and customer service processes.
- . Improved meter installation system by reducing inventory and staff; thus producing a 200% increase in profits while maintaining on time installations. Created a computerized billing system resulting in a 70 % increase in the collection of delinquent accounts.
- Reduced headcount by 50% with initiating on-line billing.
- Decreased customer service call time from 5 minutes to 90 seconds

Orion Investment & Management Corporation 1993 to 1999

Property Account Manager

- Managed accounts for over 100 multi-million dollar properties.
- Responsible for all accounting duties of properties. Maintained books, bank accounts and reports, accounts payable and receivables.
- Developed a close relationship with bank, ensuring smooth financial transactions for company.
-

First Union National Bank Of Florida, 1987 to 1993

Bank Officer 1991 - 1993

- Established and maintained profitable business relationships.
- Increased customer base by \$7 million annually.

Administrative assistant 1990 – 1991

- Assistant to the manager of largest southeast branch in the state.
- Liaison between 60 member staff.
- Managed special projects, resolved major customer problems.

Safe Deposit Manager 1988 – 1990

- Responsible for management of staff and insuring procedure integrity of over 10,000 safe deposit boxes.
- Developed on-line billing and maintenance of customer records. Interfaced with legal department.

Jeff Harlan, IT Director and Vice President Of Sales & Marketing

Role for Lexington, KY Contract – Jeff will act as the Project Manager throughout the conversion and implementation processes associated with this contract. He will be the main contact for LFUCG staff during this process and will work closely across departments and key personnel to ensure a smooth transition to UOS Services. He is directly responsible for developing teams and systems required to complete this transition from a technical point of view and ensure all processes and systems are robust, reliable, and easily deployable with minimum down time.

Professional Profile

Proven leader with over 20 years of delivering quality technical solutions and support while lowering costs. Dedicated and results driven professional with experience in system, server, and software implementations and integrations. Critical expertise in leading edge technical management, service, and support. Highly effective liaison between business groups and technical teams. Excels at assessing operations and translating client technical needs into specific system requirements that deliver desired business value. Highly skilled project manager with repeated success working across departments and functions to lead teams to stated goals and objectives. Deadline-driven and committed to exceeding customer expectations while lowering cost.

Experience:

Utility Outsourcing Specialists

7/2011 to Present

IT Director and Vice President Sales & Marketing

- Oversees operations related to Utility Billing Division.
- Provides Technical Concepts and Vision for UOS Future Service and Solution Portfolios.
- Responsible for U.S. Expansion of UOS Solution Offerings.
- Manages Projects of Various Scopes with UOS Partners.
- Markets and Presents Solutions to Clients during Sales Process.

WinScribe U.S. Operations

2006 to 2010

CEO

- Provided Visionary Leadership in developing and implementing creative strategies for increasing revenues.
- Enabled significant growth by recruiting, training, and integrating quality business partners.
- Performed critical market analysis to determine best practices for various segments.

WWL Technology Solutions

2000 to 2006

CEO

- Started a new company with the partners of Williams, Williams, & Lentz CPA.
- Began new venture into the K-12 market and within two years averaged 4+ million in sales in that space.
- Became the largest reseller of WinScribe dictation product in the USA.
- WWL was sold in 2006 to WinScribe and I was contracted to manage the US operations.

Williams, Williams & Lentz CPA

1998 to 2000

CIO

- Implemented new systems to move from stand-alone tax systems to network servers.
- Consulted with clients regarding computer network design and implementation.
- Implemented new accounting systems for clients for both QuickBooks and Sage MAS90

Merlin Delgado, Utility Billing Director

Role for Lexington, KY Contract – Ms. Delgado will act as the Utility Billing Director with this contract. She will also serve alongside our technology team through the implementation process. She will be one of the main contacts for Lexington Staff and work closely across departments and key personnel to ensure a smooth transition to UOS Services. Ms. Delgado will be responsible for the management of the bill processing system, from generation of bills to data input. Ms. Delgado will oversee a team that will ensure the on-time delivery of accurate utility bills.

Professional Profile

Accomplished Director of Operations with years of business experience. Significant positions held in processing center, great customer service, and utility billing. Strengths include customer service focus, ability to make decisions that deliver results. Highly skilled project manager with repeated success working across departments and functions to lead teams to stated goals and objectives. Deadline-driven and committed to exceeding customer expectations while lowering cost. Excellent interpersonal and communication skills and is fluent in conversational Spanish.

Experience:

Utility Outsourcing Specialists

2010 – Present

Utility Billing Director

- Manages operations related to Utility Billing Division.
- Manages day to day Customer Service
- Key member of implementation team
- Manages Projects of Various Scopes with UOS Partners.

Commercial Water & Energy, Co.

Director of Operations

2007 to 2010

Responsible for the operations of a million dollar water sub-metering utility billing company. Managed human resource, installation, billing and customer service processes.

- Improved meter installation system by reducing inventory and staff while maintaining on time installations. Directed system implementations and maintenance for Southern U.S. Regions.
- Audit water rates and set rates in the UMS system for all new properties.
- Scheduled training with clients to use the ASP online service system.

Property Manager

2003 to 2007

- Responsible for processing bills for over 25,000 units monthly and retrieving automated reads from reading system (Tapwatch and Fix Reader)
- Processed calculations for Hot Water Allocation. Experience in CUSI and an expert in the UMS Billing system.

Fiserv Inc., Miami, FL

1998 – 2002

Statement Processor

- Responsible for mailing clients bank Statement
- Worked encoding checks for banks.

David Livingston, Vice President – Revenue Enhancement

Role for Lexington, KY Contract – Mr. Livingston will serve as Revenue Enhancement coordinator for this project. Mr. Livingston will oversee the success of our Revenue Enhancement program on an ongoing basis throughout the term of this contract.

Professional Profile

Twenty-five years of experience in financial, administrative and operational management. Solid background marketing and working with municipalities, utilities and other governing bodies throughout the country. Proven ability to develop, implement and manage revenue enhancement programs and utility service contracts.

Experience:

Utility Outsourcing Specialists, Inc. 2002 to Present

Operations Manager

- Contract Manager on utility service contracts in LFUCG of Biloxi, Mississippi.
- Responsibilities include meter reading, field operations and billing and collection activities.

Vice President – Revenue Enhancement

- Conducted revenue enhancement programs to identify and recover additional revenues to be used by municipalities for infrastructure improvements by energy management companies.
- Completed Revenue Enhancement service for Miami Beach, FL recovering an estimated \$1.8 million.
- Currently conducting Revenue Enhancement Services for Louisville Water Company.
- Conducted preliminary unbilled services audits and revenue enhancement studies with municipalities throughout Louisiana and Mississippi

Delta Water Inc. 1999 to 2002

Contract Administrator

- Managed water conservation contracts with energy management companies in accordance with performance contracting.
- Conducted survey's on medical centers, municipalities, military bases, universities and large commercial properties reducing water/wastewater costs through the implementation of water efficient devices, water wells, sub-meters and the utilization of looped piping systems.
- Introduced revenue enhancement to performance contracting.

Utility Revenue Management 1993 to 1999

Director of Finance and Administration

- Contract administrator and financial manager on all revenue enhancement contracts.
- Conducted reviews and audits into client ordinances and regulations, billing systems, and administrative and operational procedures to assure maximum revenues were being generated from the Utility's operation.
- Projects and recovered revenues as follows:

Parish of Jefferson, LA.	\$2,000,000	City of Pittsburgh, PA.	\$ 800,000
City of Nashville, TN.	\$6,000,000	Parish of St. John, LA.	\$ 400,000
City of Atlanta, GA.	\$12,000,000	City of Irvin, TX.	\$ 600,000
City of Phoenix, AZ	\$1,000,000		

Water Company of America 1990 to 1993

Project Manager

- Managed the revenue enhancement contract with the Sewerage & Water Board of New Orleans. Located, documented and recovered approximately \$8 million dollars in lost revenues to the utility.

City Builders, Inc. 1985 to 1990

Administrative Manager

- Developed and managed all corporate administrative activities.

Education:

Loyola University, Bachelor of Science in Business Administration

Other Key Personnel

Dianne Merrill – Biloxi Office Manager

Will provide data input for the implementation process and will provide backup customer support

- 19 Years Experience Working Within The Water / Wastewater Industry
- 19 Years Experience in Utility Billing and Collections and Customer Services
- 6 Years Experience as Utility Billing Office Manager
- 3 Years Experience Tracking Accounts Under The Revenue Enhancement Program (Louisiana and Mississippi Contracts)

Debbie Cuevas – Biloxi Assistant Office Manager

Will provide data input for the implementation process and will provide backup customer support

- 17 Years Experience Working Within The Water / Wastewater Industry
- 17 Years Experience in Utility Billing and Collections and Customer Services
- 4 Years Experience as Utility Billing Office Manager
- 3 Years Experience Tracking Accounts Under The Revenue Enhancement Program (Louisiana and Mississippi Contracts)

Location(s) of Key Project and Support Staff

Our administrative office is located in Denham Springs, Louisiana. This office is used for record keeping and contract management for our entire meter reading operations (with the exception of Biloxi). The physical address is:

10532 La Hwy 1033
Denham Springs, LA 70726

Our billing address is:

PO Box 1371
Walker, LA 70785

We also maintain an office in Biloxi from which we manage all of our utility billing and submetering operations. The physical address for this office is:

195 Main Street
Biloxi, MS 39530

Utility Outsourcing Specialists is currently staffed as follows:

Corporate Operations

President – Travis Carpenter, employed since 1977
Administrative Vice President – Joe Carpenter, employed since 1977
Secretary/Treasurer – Elén Carpenter, employed since 2002
Vice President – Information Technology – Jeff Harlan, employed since 2011
Vice President of Submetering and Customer Service Director – Donna Freeman, employed since 2009
Utility Billing Director – Merlin Delgado, employed since 2010

Meter Reading Operations (excluding Biloxi)

Primary Supervisor – Kevin Armand, employed since 1987

Responsibilities include supervising secondary supervisors as well as managing one meter reader and six meter reading contracts.

Secondary Supervisor – Dewayne Darbonne, employed since 1995

Responsibilities include managing 17 meter readers and 23 meter reading contracts.

Revenue Enhancement Services

Primary Supervisor – David Livingston, employed since 2003

Responsibilities include managing all aspects of our Revenue Enhancement Operations

List of proposed project personnel who are not employees of your organization (e.g., subcontractors) and their employer(s)

Our partner companies are listed in Attachment B – Our Partners.

Names of involved parties, dates, jurisdiction and status of any litigation in which your organization has been involved within the last five years.

There is no pending litigation against this company or its owners.

Project Plan & Deliverables

The vendor will identify and provide the major tasks and associated timelines required to fulfill the scope of work described in this RFP. Any tasks required for this scope of work and not performed by the vendor must be identified as such, with task durations and resources quantified. This includes any and all LFUCG tasks, resources or deliverables. Key task dependencies should also be identified.

Within one week of signing contract we need the following:

1. Our first task upon award of this contract will be the development of an implementation team consisting of staff of UOS and its partners and no less than two members of LFUCG, one being the head person in the sewer department the other being the head person in your Technology Department. If the contract administrator for this contract from LFUCG is other than the head of the Sewer Department then we would like that person to be present also.
2. A complete and thorough discussion between the Implementation Team and appropriate City staff to determine the final scope of services
3. Answer all questions concerning the development of policies and procedures
 - a. Policies and Procedures concerning delinquent accounts.
 - b. Policies and Procedures concerning Red Flag Rules.
 - c. Policies and Procedures concerning payment processing procedures.
4. A list of all LFUCG ordinances related to billing and collections for Sewer, Water Quality Management Fees, and Landfill Fees.
5. Details about current GIS system. If there is no system currently in use UOS will provide a proposal to include a GIS system along with training and support with complete integration of our billing, customer support, work order and asset management system.

Within two weeks of signing contract we need the following:

6. A contract between LFUCG and Kentucky American Water to deliver the data in such a way as to meet all of the requirements of this proposal, any future contract, and any additions, subtractions, or changes made during the negotiations process listed above. This contract should include provisions for any changes in the formatting of information from KAWC after they switch to their new SAP system and shall protect UOS from additional costs associated with this upgrade. In order to expedite this process we recommend that LFUCG invite KAWC to the scope of services discussions above.

Once we have all of this information we will work with CUSI to develop procedures for importing the file from KAWC and implementing procedures to document and setup policies and procedures directly into our programs. Jeff Harlan from UOS will manage the integration and implementation process and will coordinate all activities through a professional project management platform that we have developed to help your staff become acquainted with the

UOS team, our partners, and our systems. This platform can be set up to provide any stakeholder with access to what is being done and when, and offers complete transparency.

CUSI has provided a detailed description of their integration and implementation process under item number one in the Vendor Questions Section. Once the integration and implementation process is complete then we will go live with the system and begin billing your customers and providing customer service operations.

UOS will work closely with LFUCG's staff to provide a fully customized and professional utility billing operation for the duration of this contract. Our system is completely open and transparent and we encourage your staff to take every opportunity to use our platform to its fullest extent.

Assumptions and Constraints

Postage costs are calculated at \$0.34 per bill. We feel confident that LFUCG will qualify for this rate, especially given the monthly volume. Our final pricing will be adjusted by the final cost of postage. UOS will use every available process to reduce the cost of postage to the lowest figure possible.

Pricing does not include an onsite customer service center for walk in payments. We have included pricing for allowing walk in payments with local merchants or LFUCG offices. We are willing and able to set up a local payment center but would need to recalculate our price to cover that expense. We can set up a low cost payment center so please let us know if this is an option that LFUCG would be interested in.

Our pricing does not include Kiosks. We do not know if Kiosks will be used or how many would be needed if they are. There are also functions that can be added to include other City fees, permits, etc. to the Kiosk. Please let us know if you would like to make this service available and we can gather the details we need to provide you with the cost. We can include that cost in our monthly price per account billed, or you can purchase the kiosks outright.

Vendor Questions

Please respond to the following questions.

- 1) Can you please describe best practices for developing a customer billing database, including security issues, and indicate what you need from LFUCG to accomplish this? **We will want to populate the database with 12 months of history.**

Below please find our comprehensive, best practices Implementation Methodology. We have condensed this to meet the need of Lexington's short timeline.

Introduction

Our Implementation Methodology has been proven time and time again to ensure successful implementations. Our secret is CUSI's **TEAM** philosophy. In any given phase, the activities that are planned for are rolled-out together as a **TEAM**. This naturally allows for a steady stream of communication providing consistency and accountability throughout the project.

Core Methodology

CUSI's Implementation Methodology includes project management services to coordinate the activities and responsibilities as contract for. This includes forming an ongoing liaison relationship with the client and preparation of status reports describing CUSI's activities, conducting ongoing planning and status assessments, as required.

CUSI's Implementation Methodology implementation is broken down into phases. Your project manager will conduct **TEAM** meetings at the ending/beginning of each of these phases. The **TEAM** meetings are designed to help clearly define the steps associated with the next phase. In addition, we will review and sign-off that all components of the previous phase have been completed. The following visual represents the various phases involved in a standard



Phases

Your implementation is broken down into phases. Your project manager will conduct **TEAM** meetings at the ending/beginning of each of these phases. The **TEAM** meetings are designed to help clearly define the steps associated with the next phase. In addition, we will review and sign-off that all components of the previous phase have been completed. The following is how these phases are defined:

Phase 1 - Discover

During the discovery phase the project is officially initiated, key project resources are identified, and detailed requirements are captured.

Project Initiation

The Project Initiation is very important as it brings project **TEAM** members together for the first time, providing a great opportunity for a clear communication of project objectives. During this meeting, the CUSI Project Manager will introduce the CUSI **TEAM** members, review preliminary schedules, and discuss project success factors. You get an opportunity to introduce your **TEAM** and discuss the importance of the project, project drivers etc.

During the project initiation, we will also focus on the administration and engagement details. Areas of concern are how issues will be addressed, the flow of communication, escalation policies, how the project status is reported and core **TEAM** identification.

Gap Analysis

The GAP analysis is generally performed on-site involving an in-depth review and documentation of current business critical processes as well as to evaluate specific client needs. This process helps to mitigate risk by clearly defining expectations, identifying any functionality gaps that might exist, and staffing requirements on both ends of the implementation. It is absolutely vital the needs and expectations of the customer are clearly understood in order for a project to succeed. This goes beyond what may be uncovered by an RFP or even through product demonstrations.

Detailed Requirements

The Business Requirements questionnaire is a detailed document which focuses primarily on business processes, in an effort to document client's current workflow and how it will be represented and executed in UMS.net.

The CUSI **TEAM** will hold information and data gathering workshops/interviews to evaluate all necessary functionality and map each department's daily, weekly, monthly and annual activities to ensure the highest level of accuracy.

Other Requirements

In addition to business requirements, conversion, technical, and third party interfacing requirements are documented and reviewed. The information collected during this phase will be used in later phases.

Phase 2 - Define

During the Definition phase the project scope is defined and agreed upon and the project communication plan is laid out. General schedules are reviewed and the tentative project plan is drafted.

Phase 3 - Design

The objective of the design phase is to setup the UMS.net system as such that it meets all the specific requirements. The Design phase initiates with the installation and configuration of the software and involves specific training for the core team members. The core team plays a vital role in defining the setup and configuration of the application. Using the information collected during the requirements gathering phase, together with Core TEAM's assistance the goal is to setup the application in the most effective manner.

Application Preview

To validate the design phase of this project, CUSI will perform an operational walk-through of the application. This functional demonstration serves to provide not only as an introduction to the application, but also to serve as a confirmation of the business and functional requirements configurations, as well as the software configurations.

Application Configuration

During this process, the Implementation **TEAM** will evaluate all functional aspects of the software to ensure it meets production needs. CUSI takes this opportunity to introduce UMS.net to the core **TEAM**. We begin translating the information gathered in Discover/Define Phase into the application configuration. Through each functional area of the system, our **TEAM's** will work together to configure the core application. CUSI will thoroughly explain each step so that educated configuration decisions can be made. In this process global configurations as well as general code libraries are setup. Once this step is complete the master setup files are ready to be populated via programmatic data conversion.

Phase 4 - Develop

During the Develop phase software is modified as required, customization are put in place, data migration tools are authored. The first round of converted data is processed and reviewed during this phase.

Custom Development

Our technical **TEAM** will be working very closely with the business process teams to understand the end-to-end process requirements, including interface requirements and modification requirements. Once the scope for each becomes firm and documented, the changes are outlined at a high level to gain mutual approval. Upon approval, we proceed with the design and development efforts.

Software modifications are implemented to meet all agreed upon requirements. Additionally, third party integrations, modules, interfaces, custom reports, statements and notices are designed and developed.

Data Conversion Preparation

Once the UMS application configuration is completed it is ready for data conversion. The data conversion process starts with the identification of the raw data files, a formal field mapping process, as well as a review of the raw data files. The data conversion/migration tools are authored and refined to transfer data from the raw format into the UMS database.

Phase 1 Data Conversion

Generally, your conversion **TEAM** will take responsibility for the source extraction from the legacy database, while the CUSI conversion **TEAM** will take responsibility for the conversion into the UMS.net system. The interface for the data between the two **TEAMS** is a series of ASCII extract files, based on standard CUSI templates, which are customized to meet specific data requirements. This method has proven to be extremely successful for any size of utility because it allows each **TEAM** to focus on their area of expertise while working together for a successful conversion.

At times it is also recommended that data conversion begin with a small control set of accounts that are representative of the data group to be implemented. Using all accounts in the database makes initial testing, problem detection and resolution very difficult due to the masses of data to be reviewed. Your Implementation **TEAM** will assist in defining the best approach for your data conversion.

Phase 1 Data Review

A successful data conversion is paramount to a successful implementation!

IN ORDER TO ENSURE THE INTEGRITY OF YOUR CONVERSION, OUR METHODOLOGY PROVIDES FOR A MULTILAYERED SERIES OF AUDITS AND VERIFICATIONS. OUR METHODOLOGY PROVIDES THE FOLLOWING CHECKS:

- Data Conversion Exceptions Log
- Data Conversion Summary Report
- Data Comparison Reports (compare totals such as number of meters, number of active customers, etc)
- Financial reconciliations

IN ADDITION, THE CONVERTED DATA IS ALSO TESTED DURING THE FORMAL SOFTWARE TESTING PROCESS. THE TESTING INCLUDES FUNCTIONAL TESTING, INTEGRATION TESTING, PERFORMANCE TESTING AND REGRESSION TESTING. DURING THE INITIAL WEEKS OF INTEGRATED TESTING, THE CORE **TEAM** WILL BE VALIDATING ACCURACY BY COMPARING THE LEGACY DATA AGAINST THE CONVERTED DATA ON A RANDOM SAMPLE. THE VALIDATION IS DONE THROUGH THE RESPECTIVE USER INTERFACE, THUS CONFIRMING ACCURACY PLUS FIELD MAPPING. OUR GOAL IS TO CONFIRM NOT ONLY ACCURACY, BUT THE LOGICAL MAPPING OF THE FIELDS. THOUGH THIS TESTING TAKES PLACE INITIALLY AT THE START OF INTEGRATED TESTING, WE REPEAT THESE CHECKS AFTER EACH SUBSEQUENT DATA CONVERSION. FOR EACH CONVERSION, WE PRODUCE COMPREHENSIVE CONTROL TOTALS FOR ALL ASPECTS OF THE CONVERSION. A SOURCE AUDIT OF THE ISSUES AND CONTROL TOTALS ARE PROVIDED FOR VALIDATION WITH THE LEGACY SYSTEM. ALL OPEN ISSUES ARE FORMALLY LOGGED TO BE ADDRESSED IN THE SUBSEQUENT ROUNDS OF DATA CONVERSION.

PHASE 2 & 3 DATA CONVERSION

WE TYPICALLY FIND THAT 3 DATA CONVERSIONS THROUGHOUT THE IMPLEMENTATION PROCESS ARE SUFFICIENT. THEY MODEL AFTER THE FIRST PHASE OF CONVERSION AND GET EASIER WITH EACH ROUND

THAT IS CONVERTED. IF MORE DATA CONVERSIONS ARE NECESSARY WE WILL PERFORM THOSE TO ENSURE A SMOOTH DATA CONVERSION.

Phase 5 - Direct

This phase, involves end-user training, and formal user acceptance testing.

End-User Training

Training is a very important element to ensure a successful implementation, which is why we develop a Client specific training program. This program will be custom tailored to you, saving both time and money by only addressing your specific training needs. CUSI's comprehensive end user training program covers each of the base utility functions. One of our central training themes is that our experiences have clearly shown that training is most effective when delivered as relevant hands-on training. Custom classes will be developed on an as needed basis.

Functional Testing

The main purpose of the functional testing is to confirm decisions made during the configuration phase of the project are in line with the business requirements gathered through the requirements and GAP Analysis. To facilitate functional testing, we have developed a number of functional testing scenarios as it pertains to system configuration. These scenarios perform the most common end-user and back end functionality, such as move-ins/outs, billing, collections and financial transactions covering major functionality and business processes of many different departments.

Integration Test

Integration testing represents the testing completed to verify that all related systems components are working together. Integration testing tests all components of the new system together for the first time including customizations, modifications and interfaces and fully converted data. Integration testing simulates, as much as possible, actual production cycles. Integration testing replicates production of batch cycles and online activities in a parallel mode to provide side-by-side reports and data comparisons for validation and performance measurement.

Phase 6 - Deploy

The deployment phase begins with preparation and a go-live readiness check. This review looks at all aspects of the utility preparedness and hardware/software/data and resource readiness. During this phase you will start your parallel processing and go-live on your new system.

Mock Go-Live

The first element of the implementation deployment phase is a go-live rehearsal, a parallel to test procedures, timings of the data conversion, and personnel, materials, and facility readiness.

Go-Live

Mutually, we prepare a detailed cutover plan for go-live. The cutover plan will detail a timeline for all activities for cutover including data re-conversion analysis, parallel process review, and go/no go decisions.

A Go-Live Readiness Review is conducted to examine all aspects of company preparedness and software/hardware/data readiness.

Post Go-Live

CUSI will provide 60 days of post go-live technical support. This support includes both on-site support and post go-live support. We will typically have our Implementation Consultant on site with you for the first week of go-live.

The project is not considered complete until final acceptance occurs, at which time you will be transitioned over to the main stream Technical Support **TEAM**.

Security Issues

Hosting Environment

Utility Outsourcing Specialists, Inc. has established itself as a leader in the utility billing industry by developing a Hosted Technology Platform and then aggregating some of the most respected software developers and hardware systems available today. Our core system starts with Remote Server Management and incorporates all of the security, maintenance, and accessibility features needed to properly manage a utility billing operation. Our server clusters are housed in a banking services facility, which means your data is protected behind the most rigorous of security standards.

UOS uses "Cloud Computing" technologies for 100% of its systems and software, using Kalleo's "Computing as a Service" cloud architecture. This system offers the highest level of security and accessibility available in the world today. No computing is actually done onsite and all data is stored on our server. The computers in our office are simply "thin clients" with no hard drive that can fail or be lost or stolen. Data is backed up every hour. This system is instantly deployable and requires no setup; we simply notify Kalleo when we have a new employee and they overnight a system which instantly accesses our database once the employee enters his or her login credentials.

Physical Security

CSI's datacenter are housed in nondescript facilities. Physical access is strictly controlled both at the perimeter and at building ingress points by professional security staff utilizing video surveillance, intrusion detection systems, and other electronic means. All visitors and contractors are required to present identification and are signed in and continually escorted by authorized staff.

CSI only provides datacenter access and information to employees and contractors who have a legitimate business need for such privileges. When an employee no longer has a business need for these privileges, his or her access is immediately revoked, even if they continue to be an employee CSI. All physical access to the datacenter by CSI employees is logged and audited routinely.

Environmental Safeguards

CSI's data center is state of the art, utilizing innovative architectural and engineering approaches.

Fire Detection and Suppression

Automatic fire detection and suppression equipment has been installed to reduce risk. The fire detection system utilizes smoke detection sensors in all data center environments, mechanical and electrical infrastructure spaces, chiller rooms and generator equipment rooms.

Power

The data center electrical power systems are designed to be fully redundant and maintainable without impact to operations, 24 hours a day, and seven days a week. Uninterruptible Power Supply (UPS) units provide back-up power in the event of an electrical failure for critical and essential loads in the facility. Data centers use generators to provide back-up power for the entire facility.

Climate and Temperature

Climate control is required to maintain a constant operating temperature for servers and other hardware, which prevents overheating and reduces the possibility of service outages. Data centers are conditioned to maintain atmospheric conditions at optimal levels. Personnel and systems monitor and control temperature and humidity at appropriate levels.

Backups

Data is stored redundantly in multiple physical locations as part of normal operation of our services and at no additional charge. Data is backed up in 1 (one) hour increments onsite and every 4 (four) hours offsite.

Network Security

The network provides significant protection against traditional network security issues. The following are a few examples:

Distributed Denial Of Service (DDoS) Attacks

Proprietary DDoS mitigation techniques are used.

IP Spoofing

Virtual instances cannot send spoofed network traffic. Our host-based firewall infrastructure will not permit an instance to send traffic with a source IP or MAC address other than its own.

Port Scanning

Unauthorized port scans by CSI customers are a violation of the CSI Acceptable Use Policy. Violations of the CSI Acceptable Use Policy and are taken seriously, and every reported violation is investigated.

Packet sniffing by other tenants

It is not possible for a virtual instance running in promiscuous mode to receive or "sniff" traffic that is intended for a different virtual instance. While customers can place their interfaces into promiscuous mode, the hypervisor will not deliver any traffic to them that is not addressed to them. Even two virtual instances that are owned by the same customer located on the same physical host cannot listen to each other's traffic.

Database

User Security

All users are required to have a login and password to gain entry into the system.

UMS software is specifically designed to allow for custom permission levels to be defined either on an individual or group basis. The permission levels are None, View, Add, Modify and Delete. None being the no access and Delete is the full access. These are assigned to specific functions within the software.

There is a full audit of all security activities including when a field was changed: what it was changed from to what it was changed to, who performed the action, the date and time.

Encryption

UMS uses 192 bit 3DES for encryption. Only certain fields in the database are encrypted based on the type of information stored. Fields such as Social Security No, Driver License No, or Bank Account information for recurring payments are all encrypted. The values are also masked so that they cannot be visually seen. The data is encrypted at the point of entry in the UMS Client prior to be transmitted over the network to the UMS Server. The values are then stored encrypted in the database.

In addition to encryption, password data for UMS or Customer Web Portal logins are hashed using MD5. Following standard security best practices, the hashed passwords are unrecoverable.

Customer Web Portal

When making payments over the Customer Web Portal, we do not collect any sensitive information. The card details are collected by the merchant website, processed/authorized and the results are posted back to the portal. As such the results do not contain any sensitive information either.

The screenshot shows a web browser window with the address bar displaying "https://test.authorize.net/gateway/". The page title is "Payment Form". The form is divided into three main sections:

- Order Information:** Includes a "Total: US \$1.00" label and a note "* Required Fields".
- Payment Information:** Features logos for VISA, MasterCard, American Express, Discover, and PayPal. It contains input fields for "Card Number:" (with a note to enter without spaces or dashes), "Expiration Date:" (with a note in mm/yy), and "Card Code:" (with a link "What's this?").
- Billing Information:** Contains several input fields: "First Name:" (filled with STEVE), "Last Name:" (filled with SANTANA), "Company:" (filled with Test Company 1), "Address:" (filled with 3 S. Main), "City:" (filled with Anytown), "State/Province:" (filled with Arkansas), "Zip/Postal Code:" (filled with 00000), "Country:" (filled with United States of America), "Email:" (filled with spitts@cusi.com), and "Phone:" (filled with 333-555-5555).

A "Submit" button is located at the bottom center of the form.

Since the request does not go through our portal, there is nothing that gets logged or captured. We do not have access to the card details.

Secure e-bill

In UMS you also have the ability to send e-bills to your customers. There are several different ways this can be accomplished. Below is the popular secure e-bill option.

The screenshot shows a web form titled "E-bill options". It contains two dropdown menus. The first is labeled "E-bill type:" and has "Secured e-bill" selected. The second is labeled "Secured e-bill configuration:" and is open, showing a list of five options:

- 1st 4 characters of customer Last name + 1st 4 characters of customer First Name
- 1st 4 characters of customer Last name + Street No of the location address
- 1st 4 characters of customer Last name + 1st 4 characters of Street name of location address
- 1st 4 characters of customer Last name + Unit No of location address
- 1st 4 characters of customer Last name + last 4 digits of the customer SSN

Money Handling and Financial Controls:

All UOS employees are vetted through a stringent application/interview process and trained to follow our stringent Cash Handling Procedures and Red Flag Rules. Both of these documents can be made available to LFUCG for your review and we are always willing to adjust our policies to meet the requirements of LFUCG

All monies received by UOS will be deposited daily/weekly directly into an account or accounts designated by LFUCG of Lexington, and no employee of UOS will have access to that account for any purpose other than deposit of daily/weekly collections. UOS will establish and maintain strict financial controls based on our existing money handling procedures and customized to meet the needs of this contract. UOS will work with LFUCG’s finance department to fine tune those procedures, and will review those procedures no less than annually. UOS will always welcome input and oversight by LFUCG to ensure confidence from LFUCG and its citizens. UOS’s entire operations will remain transparent, and we will always have an open-door policy for all of LFUCG’s administration or those which LFUCG designates to review or audit UOS’s operations. UOS’s Money Handling Policy is included in the section titled “Appendices” below.

Project Manager – Lexington

This person would assist with planning the project approach, timetables, priorities, and resources. They would be the main point of contact at Lexington and would help coordinate any Lexington resources needed.

Data

Data is to be provided by Lexington/Kentucky American Water in a series of ASCII extract files.

CUSI has already pre-approved the file layout that American Water intends to provide as part of their data conversion efforts.

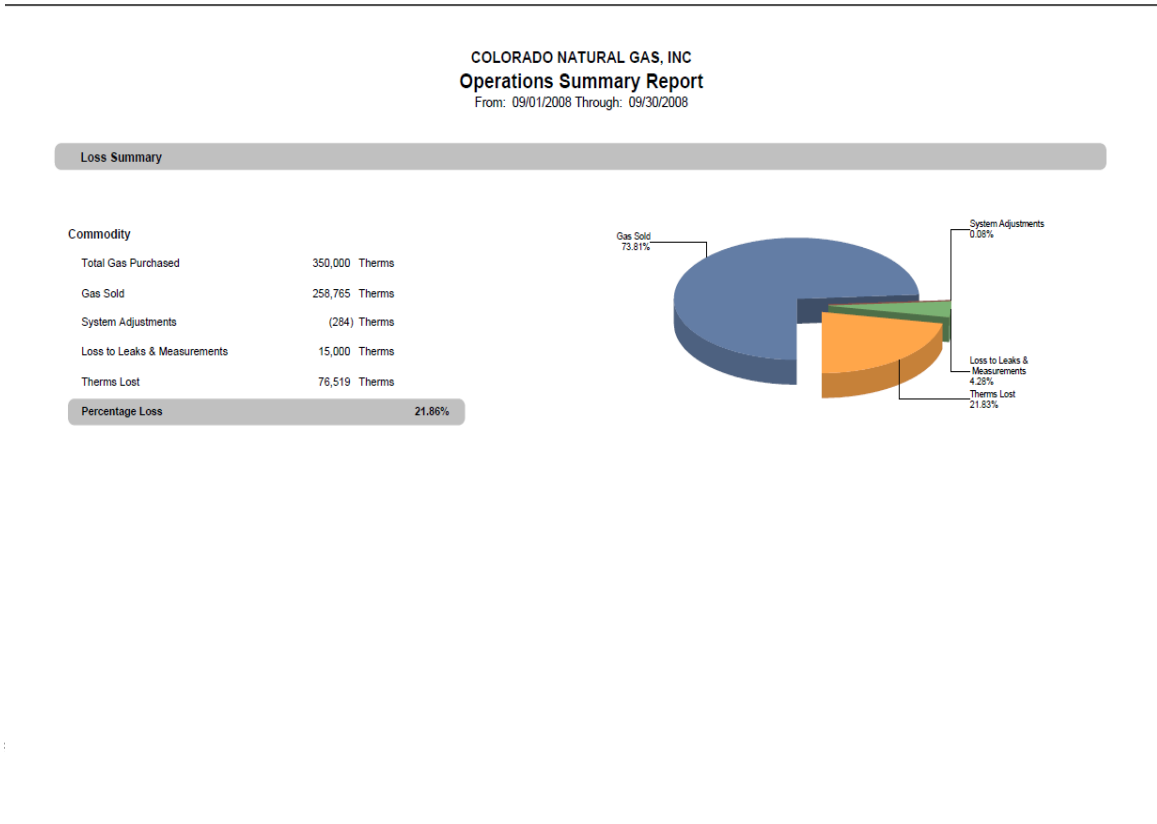
2) Please describe the common standard reports you provide for other utility customers.

Crystal Reports is UMS’s core reporting tool. Crystal is a dynamic, actionable reporting solution that helps you design, visualize, and deliver unlimited reports. UMS reporting provides up to the minute information related to usage trends, financial data, customer information, and system data while also providing for charting and data exporting functionality. With over 100 standard reports, UMS enables end users to consume reports, conduct business modeling, and execute decisions from the report itself - reducing dependency on IT and developers. In addition to standard reports, UMS allows for **unlimited custom reports** which can be **easily embedded in the application reporting menu** based upon user defined access parameters, to allow for access to that report at anytime!

Crystal Reports’ advantages include the ability to **export to Excel, Word, PDF and other formats**, produce vibrant **color charts**, utilize **enhanced formulas** and **enhance customer reporting capability**. Crystal Reports is also **widely used and supported**.

UMS is also structured as an open SQL database allowing easy access to virtually all information related to your business that can be utilized in conjunction with leading edge third party reporting tools.

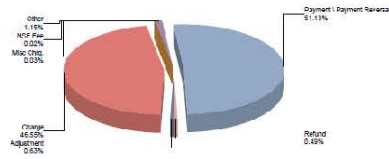
With over 100 different reports, UOS can provide to Lexington any reports. Here is a sample Operations Summary report.



Monthly Reconciliation

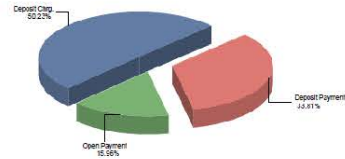
Net Receivables Change

Beginning Balance	\$417,273.06
Adjustment	\$(6,382.00)
Charge	\$55,340.55
Delinquency	\$0.00
Misc Chrg.	\$270.55
NSF Fee	\$240.00
Payment / Payment Reversal	\$(55,105.78)
Refund	\$5,372.62
Other	\$(12,444.20)
Ending Balance	\$354,073.71



Net Uncollected Deposits Change

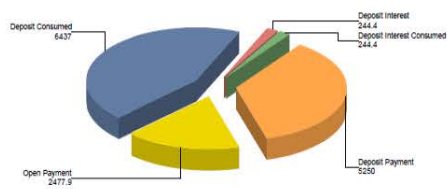
Beginning Uncollected Deposits	\$524.44
Deposit Chrg.	\$7,000.00
Deposit Payment	\$(5,260.00)
Open Payment	\$(2,477.07)
Ending Uncollected Deposit	\$596.57

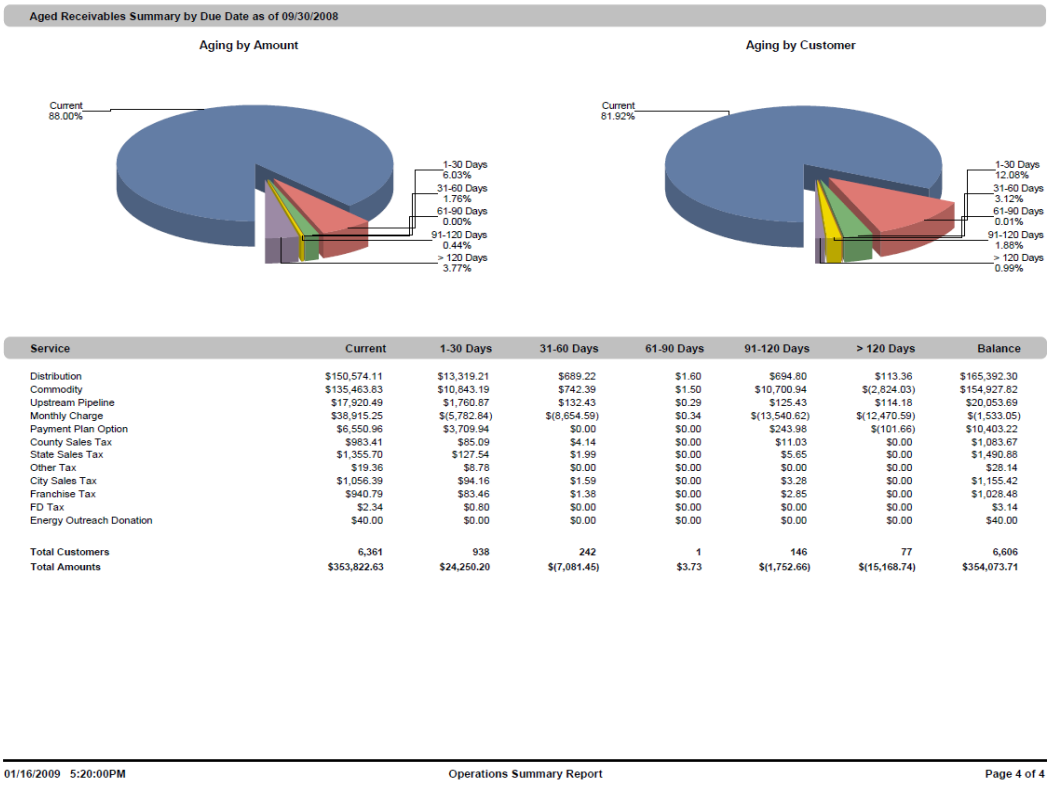


Monthly Reconciliation

Net Deposit Holding Change

Beginning Deposit Holding	\$(71,431.32)
Deposit Interest	\$(244.41)
Deposit Payment	\$(5,250.00)
Open Payment	\$(2,477.87)
Deposit Consumed	\$6,437.00
Deposit Interest Consumed	\$244.41
Ending Deposit Holding	\$(72,722.19)





We also have the following reports available:

Report Type	Default Report
Account History	Customer Payment History / Account
Accounts Receivable Summary	Account Receivable
AccountWizConfirmation	AccountWizConfirmation
Aged Receivables	Aged Receivables
AMS Call Status List	
AutoPayment Report	AutoPayment Report
AutoPaymentReport	AutoPaymentListReport
Average Charge List	Average Charge List
Average Usage Report	Average Usage Report
Backflow History	Backflow History
Backflow Testing	Back Flow Testing results
Bad Debt Write Register	Bad debt write off register
Balance Cash Drawer	Balance Cash Drawer
Balances	Balances
Bank Details	Bank Details
Batch Address Correction Error Report	Error Report Batch Address Correc



Report Type	Default Report
Batch Totals	Batch Totals
Bill Register	Bill Register
Bill Register Summary	Bill Register Summary
Billing Edit List	Billing Edit List
Billing Edit List 2	Billing Edit List Format 2
Billing Exceptions	Billing Exceptions
Broken Arrangement Notice	COPL Broken Arrangement Agree
Budget Billing History Detail	Budget Billing History Detail
Budget Billing History Summary	Budget Billing History Summary
CASS Error Report	CASS Error Report
Charge Edit List	ChargeEditList
Charge Register	Charge Register
CheckEditList	CheckEditList
CheckRegister	CheckRegister
Collection Agency Register (Stage5)	Collection agency register(Stage5)
Collection Export	
Collection Notice	Collection Notice
Collections	Collection Register
Compare Bill To File & Bill Register	Compare Bill To File & Bill Register
Compare Delinquency Register & Delinquency Export	Compare Delinquency Register & D
Contact List	Customer Contact List
Contract Payment History	Contract Payment History
Contract Payment Schedule	Contract Payment schedule
ConvertServiceOpenCreditEditList	ConvertServiceOpenCreditEditList
ConvertServiceOpenCreditFailedList	ConvertServiceOpenCreditFailedLis
Customer List	Customer List
Customer Mailing Label	Customer Mailing Label
Customer Notes	Customer Notes
Daily Meter Reading	Daily Meter Reading
Delinquency Edit List - Bad Debt Write-off	Delinquency Edit List - Bad Debt W
Delinquency Edit List - Collection Sold	Delinquency Edit List - Collection S
Delinquency Edit List - Interest	Delinquency Edit List - Interest



Report Type	Default Report
Delinquency Edit List - Lien	Delinquency Edit List - Lien
Delinquency Edit List - Lien Write-off	Delinquency Edit List - Lien Write-off
Delinquency Edit List - Penalty	Delinquency Edit List - Penalty
Delinquency Edit List - Shutoff	Delinquency Edit List - Shutoff
Delinquency Export - Interest	Delinquency Export - Interest
Delinquency Export - Penalty	Delinquency Export - Penalty
Delinquency Export - Shutoff	Delinquency Export - Shutoff
Demographic List Report	Demographic List Report
Deposit History	Deposit History
Deposit Register	Deposit Register
Deposit Transaction List	Deposit Transaction list
Ecoder Status	Ecoder Status
Email Statement	Email Statement
Error Report	Error Report
Error Report AMR	Error Report AMR
ErrorReportMeterUpd	ErrorReportMeterUpd
Report Type	Default Report
Export Bill	Bill Export
General Ledger Report	GeneralLedgerReport
GL Account Exception	GL Account Exception Report
GL Chart of Accounts List	GL Chart of Accounts List
GL Code Assignments Report	GL Code Assignments Report
GL Code Exception	GL Code Exception
GL Code Group Report	GL Code Group Report
GL Transactions	GL Transactions
History : Consumption History Report	Consumption History
History: Account Summary	Account Transaction History
History: Lien	Customer Lien History Lien Summary
History: Meter Reading	Meter Reading history
History: Transaction Summary	Financial Transaction List
History: WorkOrder	Work Order History
Inactivate Locations Error Report	Inactivate Locations Error Report
Interest Notice	Interest Notice



Report Type	Default Report
Interest Register	
Lien Notice	Lien Notice
Lien Transaction History Detail/Summary	Lien Transaction History Detail/Surr
Location Notes	Location Notes
Location: Contacts	Location Contacts List
Location: Current Customer	Current Customer
Location: Mailing Label	Mailing Label
Location: Services	Location Service Report
Lock Box Payments	Lock Box Payments
Mass Add of Service Edit List	Mass Add of Service Edit List
Mass Change of Rate Code Error Report	Mass Change of Rate Code Error R
MassChangeOfServiceEditList	MassChangeOfServiceEditList
MassChangeOfServiceFailedList	MassChangeOfServiceFailedList
Meter Change Out	
Meter Exception List	Meter Exceptions
Meter Inventory Report	
..
Report Type	Default Report
Meter List	Meter List
Meter Reading	Meter Readings Report
Meter Route Sheet	Meter Route Sheet
MFItemList	MFItemList
Missing Services List	
Multiple Fixed Item History Report	Multiple Fixed Item History Report
MultiplePropertyGrouping	Multiple Property Grouping
No Deposit List	Deposit register
Open Balance	Open Balance
Operations Summary Report	Operations Summary Report
Payment Arrangement Agreement report	COPL Payment Arrangement Agree
Payment Arrangement History report	Payment Arrangement History repor
Payment Import Error Records	Payment Import Error Records
Penalty Notice	Penalty Notice
Penalty Register	Delinquency Penalty Report
Posting Bill Totals	Posting Bill Totals



Report Type	Default Report
Posting Totals	Posting Totals
Pre-Break Arrangement Report	
Pre-Break Notice	Pre-Break Notice
Pre-Posting Report	Pre-Posting Report
Pre-Posting totals	Posting total, PrePosting Financial
Preview PreCalculated Shutoff	
PrintCheck	PrintCheck
Property Export ErrorList	PropertyExportErrorList
Rate Code List	Rate Code List
Receipt Form	Payment Receipt
Reconcile Budget Billing	Budget Bill Reconciliation
ResidentEBill/RecurringList	ResidentEBill/RecurringList
Returned Check Notice	Return Check Notice
Returned check notice from setup NSF	Returned check notice from setup NSF
Revenue class totals/ Bill Register	Revenue Class details / Bill Register
Review Draft	Review Draft
Report Type	Default Report
RUBS Bill Register	RUBS bill register
RUBS Unit List	RUBS Unit List
RUBS Yearly Summary	RUBS Yearly Summary
ShutOff Notice	Shutoff Notice
ShutOff Register	
Statement Edit List	Statement Edit List
Statement Letter	Pleasanton Statement
Status Report	Status Report
Tax Lien Report	Tax Lien Report
Transaction List	Transaction List
UnPostedDepositsRefund	UnPostedDepositsRefund
Usage Chart Report	Usage Chart Report
Usage Grouping Report	Usage Grouping Report
Vacant Location	Vacant Location
Work Order Interface	Work Order Interface Exception
Work Order List	Work Order List
WorkOrder Form	Work Order Form
WorkOrder From Shutoffs	Work Order From Shutoffs
WorkOrder History	Posting total, PrePosting Financial
Write Off Balance Report	Write Off Balance Report
Write-Off List	Bad Debt WriteOff List
Write-Off Register	Lien write off
Zip Code Totals	

3) Please describe the customer payment methods your company can accommodate.

UOS can handle several types of payment collection methods: All payments options integrate with UMS in real-time so your customers and our staff always have up-to-date account information.

Walk-In

Our pricing for this proposal does not include a local payment center staffed by UOS. However, we do include our lock box service as listed below so customers will have convenient local payment options. We can also set up a payment center at one or multiple LFUCG offices. Your staff will have easy access directly to UMS to enter payments or help with account questions. We can quickly deploy our platform to a local, existing computer, or we can set up thin client terminals (hardware and set up not included in our pricing.) We will provide ongoing training and support for all LFUCG staff who use our platform for payment transaction and/or customer support.

Lock Box

We offer lock box service for setting up payment centers through local retailers, bank branches, etc. Our lockbox service is easy to set up and manage and costs nothing extra for LFUCG or UOS. Local merchants can charge a convenience fee for offering this service if they wish.

Mail

We will handle all mail payments at one of our mail handling facilities. All mail will be processed within 24 hours and all money will be deposited into an account owned and maintained by LFUCG. It is our intention to never deposit LFUCG funds into UOS accounts.

ACH

The Direct Payment Module allows customers to pay their monthly utility bill automatically by drafting their checking or savings account via a batch **ACH** funds transfer function. In addition, the Direct Payment Module provides the ability to manage and exchange lock box payment information. The ACH interface adheres to all NACHA standards

Online

The **Customer Web Portal** is a real-time, 2010 Sharepoint web based application that presents data directly from the UMS database. The customer portal allows residents to perform a litany of services on their account such as:

- View History and usage
- Manage their Account
- Make Payments
- Connect with Customer Service
- And much more



Hello, Jhones! [Change Account](#) [Logout](#)

CUSI

[Home](#) |
 [Customer Details](#) |
 [Pay Now](#) |
 [Billing Information](#) |
 [Profile](#) |
 [History](#) |
 [Services](#)

Customer Details

- [Account Information](#)
- [Customer Contact](#)
- [Bill History](#)
- [Usage History](#)
- [Account History](#)
- [Service Request](#)

Pay Now

- Credit/Debit Card
 - Visa
 - Master
 - American Express
- E-Checks

Billing Information

- [Current Bill](#)
- [Payments](#)
- [Bill History](#)
- [Usage History](#)
- [Account History](#)

Profile

- [Account Information](#)
- [E-Bill Status](#)
- [E-Notices Status](#)
- [Auto Payment Status](#)
- [Budget Billing Status](#)

History

- [Usage History](#)
- [Financial History](#)
- [Bill History](#)

Services

- [Subscribe New Service](#)
- [Terminate Service](#)
- [Request a Service Call](#)
- [Subscribe Auto Payment](#)
- [Payment Plan Request](#)

Billing History

Month	Bill Amount \$
Jan	118
Feb	120
Mar	205
Apr	85
May	215
Jun	116
Jul	184
Aug	176
Sep	298
Oct	204
Nov	124
Dec	196

Customer Support

Need Help?

We're only a click away. Use the customer support feature to request live help from a customer service representative. Please click below to post your query.

We ensure to respond your queries no sooner as we receive those. [Request Customer Support](#)

FAQs

- **How do i get community updates?**

There is a range fo different news available and new versions are appearing al l the time. [read more...](#)
- **How do i get community updates?**

Different tariff news on different community services may be updated, so you will need to choose one that will work with your community. [read more...](#)

Recent Bill

Due Date	08 / 18 / 2010
Last PaymentDate	08 / 22 / 2010
Bill Status	Billed to Date
Current Bill	\$ 150
Amount Due	\$ 150
Total Balance	\$ 150

[View Bill](#) |
 [Make Payment](#) |
 [Bill History](#)

Customer Account Summary

Account No:	000000000001
Address	Jackson County, NY
Contact Person	Jhon
Telephone	+0123456789
Email	jcjhon@aol.com

[Edit](#)

Auto Payment

Autopay Type	Credit Card
Card Type	VISA
Card Expiry	08 / 2010
Name on Card	Jhon
Payment Option	Fixed Amount

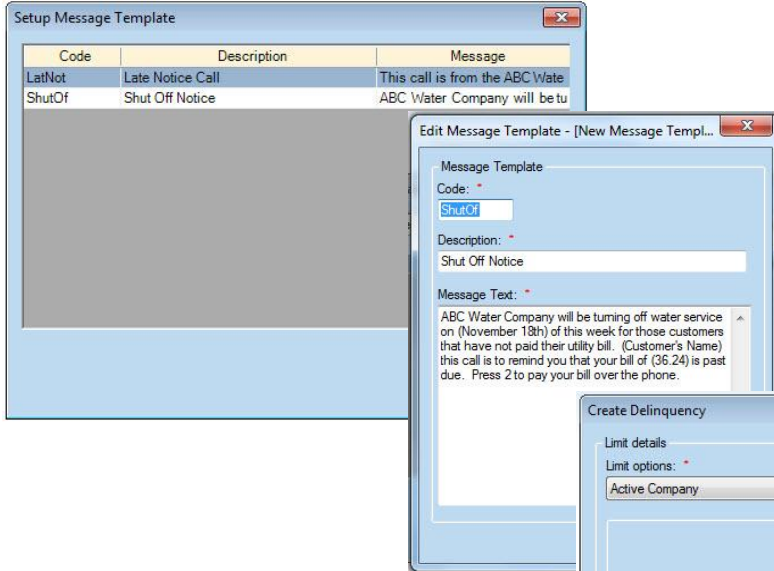
[Edit](#)

[Home](#) |
 [About Us](#) |
 [Customer Services](#) |
 [Privacy Policy](#) |
 [Contact Us](#)

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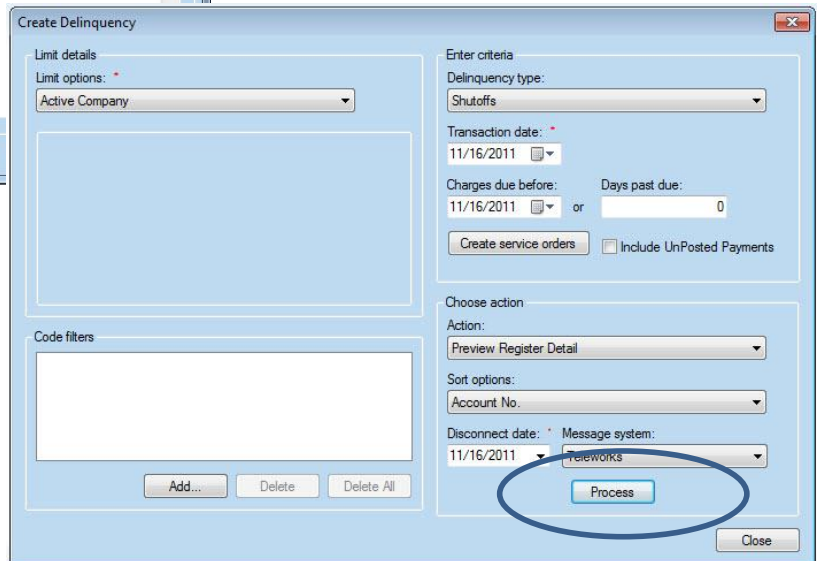
Interactive Voice Recognition (IVR)

The Interactive Voice Recognition (IVR) interface allows the automatic transfer of data to support the operation of an IVR application. The IVR software takes the transferred data and provides customers with automated telephone based information services such as account status, account balances, recent payment activity and the ability to make a payment via telephone. Program for outbound calls to alert customers of disconnect status, make customers aware of main breaks, etc...



Outbound messaging is all configurable through UMS with several different options. You can create multiple message templates to be used for different types of processes and calls that you will run in UMS.

Include the outbound messaging for a variety of different processes in UMS. Call just one person or target a specific group. There is a screen to check the detailed history of the call such as which numbers it called, at what time, for how long, was it successful, etc... Run reports as well to see how successful your calling campaign was.



Kiosk*

CUSI's Kiosk Payment Software is the latest technology in portable payment applications. The Kiosk Payment Software is comprehensive enough to be used for practically any service or group of services such as water, sewer, electricity, natural gas, storm water, refuse and more. Whether your organization is small or large, CUSI's Kiosk Payment Software is built with application setup features to accommodate the specific business requirements of each client.



Overall Configurability

CUSI's Kiosk Payment Software is designed to be flexible and accommodating. Whether you are taking simple or complex payments for individual or multiple services with or without real-time interaction, it is completely configurable and possible with CUSI. As your

needs change, so can CUSI's applications. You will be able to turn certain features on and off as needed to meet your requirements.

Features

Account Lookup

Customers can look up their account information in several ways. Customers will have the ability to scan a bill to pull up their account information immediately. However, if the customer doesn't have a bill then the customer will first input their account number or name, but will then be asked to verify some piece of information to confirm that they are the actual customer. This secondary information may include the billing zip code, the street number of their service address, a phone number, last four of social or driver's license number, or even date of birth. Once the account is accessed, the customer will be able to see their current amount due, any past due amount, and any amount required for payment to avoid a disconnection or penalty charge.

Payments

Your customers will have the flexibility of having multiple payment options with the Kiosk. The most popular options for customers and utilities are credit and debit cards, but the software is also able to accept checks and cash as well using the latest technology from the Kiosk.com team. Checks are processed as an electronic check, much like a debit card, with the paper check being returned to the customer after the check is scanned. Debit cards can be used as well, but are processed as credit cards and do not require the input of a PIN number. If paying by cash and a customer pays more than the current amount due on the account, there will be a credit applied to the account as opposed to providing change. Once a payment is registered, a receipt is printed for the customer's record.

Merchant Services Options

CUSI is flexible when it comes to merchant services. Unlike other software companies, we won't force you to use our services or charge a fee per transaction that you post in our system. If you already have a merchant account that utilizes either Authorize.Net or USAePay gateway services, then you are not required to use our merchant services to process your credit cards, debit cards, or electronic checks. However, we do offer merchant services to our clients in order to provide a more turnkey solution, and we would be more than happy to discuss our rates and services with you so that you can begin taking credit cards and electronic checks in your Kiosk.

Reporting

CUSI Kiosk Payment Software has intuitive remote reporting capability. Clients can run canned reports from the Kiosk Management Software that include the types and times of payments received sorted by kiosk, which kiosks are getting the highest activity, and Kiosk status reports as well as other reports. The reporting capabilities are always growing and improving and we are open to developing custom reports that may be desired by your company.

*Our pricing does not include Kiosks as we have no way to determine the number needed or their placement. We are happy to work with LFUCG to set up Kiosks and can price this service as part of our monthly per account billed pricing, or LFUCG can purchase the Kiosks outright.

4) Please describe the customer service options, and the associated price for each, your company can support. Include the hours of operation and location of the customer service staff.

Our pricing includes full customer support. Our automated services allow your customers to access their account information in a variety of ways and each offers a multitude of options for managing account information, setting up immediate payments or subscribing to automated payment options such as bank draft, viewing account history, or requesting service. If a customer needs to speak to a person then they will be able to call our 800# and speak to one of our professional customer service representatives who will answer their questions, review their account status and history, take payments, explain our easy to use self help features built into our platform, or connect them to LFUCG staff when appropriate. Your customers will be treated courteously.

5) Please define a 'go-live' strategy; including testing, to meet the 4/1/2012 target date, Vendor may supply an alternative implementation schedule with explanation as to alternative schedule.

Please refer to Question #1 in this section above for a detailed go live strategy using CUSI's proven implementation strategy.

We are slightly concerned with the April 1st deadline but feel that if all parties willingly cooperate we can meet the April 1st deadline. As it is in everyone's best interest to create a smooth and problem free transition, any delays will be mutually agreeable amongst all parties and necessary for the successful completion of this project. UOS and our partners promise to do our part to complete all work in a timely and professional manner.

Pricing Matrix and Terms (Under Separate Cover)

Year	Billing Service Price Per Bill	Customer Service Price Per Bill	Other Price Per Bill	Total Price Per Bill

Addenda

Addendum # 1



Lexington-Fayette Urban County Government
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray
Mayor

Jane C. Driskell
Commissioner

ADDENDUM #1

RFP Number: **#40-2011**

Date: November 10, 2011

Subject: Billing & Collection Services – Sewer, Landfill & Water Quality Fees

Address inquiries to:
Todd Slatin
(859) 258-3320

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. Posting of risk management provisions

See attached file "RFP #40-2011 Risk Management Provisions.pdf"

Brian Marcum, Director
Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged.

This letter should be signed, attached to and become a part of your proposal.

PROPOSAL OF: Utility Outsourcing Specialists, Inc

ADDRESS: 10532 La Hwy 1033, Denham Springs, LA 70726

SIGNATURE OF SUBMITTER:

Addendum # 2



Lexington-Fayette Urban County Government
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray
Mayor

Jane C. Driskell
Commissioner

ADDENDUM #2

RFP Number: **#40-2011**

Date: November 10, 2011

Subject: Billing & Collection Services – Sewer, Landfill & Water Quality Fees

Address inquiries to:
Todd Slatin
(859) 258-3320

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. Responses to this RFP are due at @ 2:00PM on December 1, 2011.
2. Cut-off time to submit questions is 2:00PM on November 21, 2011.

Brian Marcum, Director
Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged.

This letter should be signed, attached to and become a part of your proposal.

PROPOSAL OF: Utility Outsourcing Specialists, Inc

ADDRESS: 10532 La Hwy 1033, Denham Springs, LA 70726

SIGNATURE OF SUBMITTER:



Addendum # 3



Lexington-Fayette Urban County Government
 DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray
 Mayor

Jane C. Driskell
 Commissioner

ADDENDUM #3

RFP Number: #40-2011

Date: November 21, 2011

Subject: Billing & Collection Services – Sewer, Landfill & Water Quality Fees

Address inquiries to:
 Todd Slatin
 (859) 258-3320

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. The due date for this RFP has been extended to December 8th, 2011 at 2:00PM.

Brian Marcum, Director
 Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged.

This letter should be signed, attached to and become a part of your proposal.

PROPOSAL OF: Utility Outsourcing Specialists, Inc.

ADDRESS: 10532 La Hwy 1033, Denham Springs, LA 70726

SIGNATURE OF SUBMITTER:

Required Documents

AFFIDAVIT

Comes the Affiant, Joe Travis Carpenter, Jr., and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Joe Travis Carpenter, Jr and he/she is the individual submitting the proposal or is the authorized representative of Utility Outsourcing Specialists, Inc., the entity submitting the proposal (hereinafter referred to as "Proposer").
2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.
3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.
4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.
5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.
6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

STATE OF _____

COUNTY OF _____

The foregoing instrument was subscribed, sworn to and acknowledged before me by _____ on this the _____ day of _____, 2011.

My Commission expires: _____

NOTARY PUBLIC, STATE AT LARGE

EQUAL OPPORTUNITY AGREEMENT

The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.

Signature

Utility Outsourcing Specialists, Inc.

Name of Business

AFFIRMATIVE ACTION STATEMENT
For Minorities, Women, and Disabled Individuals

EQUAL EMPLOYMENT OPPORTUNITY POLICY

This is to affirm Utility Outsourcing Specialists, Inc. policy of providing Equal Opportunity to all employees and applicants for employment in accordance with all applicable Equal Employment Opportunity/Affirmative Action laws, directives and regulations of Federal, State and Local governing bodies or agencies thereof.

Our organization will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, membership or activity in a local human rights commission, or status with regard to public assistance.

We will take Affirmative Action to ensure that all employment practices are free of such discrimination. Such employment practices include, but are not limited to, the following: hiring, upgrading, demotion, transfer, recruitment or recruitment advertising, selection, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.

UOS Global has appointed Christy Darbonne to manage the Equal Employment Opportunity Program. If any employee or applicant for employment believes he or she has been treated in a way that violates this policy, they should contact either Christy Darbonne at PO Box 1371, Walker, LA 70785 (225) 281-2363 or any other representative of management, including myself. Responsible parties will investigate allegations of discrimination or harassment as confidentially and promptly as possible, and we will take appropriate action in response to these investigations.

Travis Carpenter
President
(225) 939-6146

12-8-2011
Date



RESPONSIBILITY OF EEO COORDINATOR

Christy Darbonne is designated as EEO/AA coordinator to monitor all employment activity to ensure that our EEO policies are being carried out. The EEO/AA coordinator will be given the necessary top management support and staffing to fulfill the duties of the position. Those duties include, but are not limited to, the following:

1. Ensure that all minority, female, and disabled employees are provided equal opportunity as it relates to organization-sponsored training programs, recreational/social activities, benefit plans, pay and other working conditions.
2. Coordinate the implementation of necessary affirmative action to meet compliance requirements and goals.
3. Serve as liaison between our organization and relevant governmental enforcement agencies.
4. Receive, investigate, and attempt to resolve all EEO complaints.
5. Keep management informed of the latest developments in the area of EEO.

Ms. Darbonne will coordinate outreach programs into the communities where we work to find, hire, and train minority employees and subcontractors.

WORKFORCE ANALYSIS FORM

Name of Organization: Utility Outsourcing Specialists, Inc.

Date: 12 / 08 / 2011

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators	8	4	2	1	1					5	3
Professionals	2		1			1				1	1
Superintendents											
Supervisors	8	4	3			1				5	3
Foremen											
Technicians											
Protective Service											
Para-Professionals											
Office/Clerical	5		5								5
Skilled Craft											
Service/Maintenance	27	17	3			6	1			23	4
Total:	50	25	14	1	1	8	1			34	16

Prepared by: Travis Carpenter, President
 Name & Title

UOS, Inc. STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # 40-2011

Our services, as stated in this proposal, require no additional subcontractors or suppliers at this time; therefore, we have not met the goal of 10% participation for MBE/WBE subcontractors/suppliers. We will make every effort to include MBE/WBE subcontractors and suppliers for any future needs for the successful completion of this contract, including hiring of subcontractors, employees, vendors, or developing partner relationships. UOS will work closely with the LFUCG, Division of Central Purchasing to identify qualified, certified businesses to solicit for potential contracting opportunities.

By the signature below of an authorized company representative, we certify that we will utilize all available methods to obtain the maximum practicable participation by minority and women owned business enterprises on the project, including those listed in the LFUCG Statement of Good Faith Efforts.

UOS recognizes the benefits to society of making business opportunities open and available to all people; and we understand the importance of going beyond saying we will hire minorities and disadvantaged business enterprises and actually making a concerted effort to reach out to those groups to include them in every opportunity we have.

Utility Outsourcing Specialists, Inc.
Company

Company Representative

12-8-2011
Date

President
Title

LFUCG MBE/WBE PARTICIPATION FORM

Bid/RFP/Quote Reference # 40-2011

The MBE/WBE subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately.

MBE/WBE Company, Name, Address, Phone, Email	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1.			
2.			
3.			
4.			

The undersigned company representative submits the above list of MBE/WBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Company

By

Date

Title



MBE QUOTE SUMMARY FORM

Bid/RFP/Quote Reference # _____

The undersigned acknowledges that the minority subcontractors listed on this form did submit a quote to participate on this project.

Company Name	Contact Person
Address/Phone/Email	RFP Package / RFP Date

MBE/WBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

 Company

 Company Representative

 Date

 Title

Firm Submitting Proposal: Utility Outsourcing Specialists, Inc.

Complete Address: 10532 La Hwy 1033 Denham Springs, LA 70726
Street City Zip

Contact Name: Travis Carpenter Title: President

Telephone Number: (225) 939-6146 Fax Number: (225) 667-4284

Email address: TCarpenter@UOSglobal.com

GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to

bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
 - (a) Failure to perform the contract according to its terms,

- conditions and specifications;
- (b) Failure to make delivery within the time specified or according to a delivery schedule fixed by the contract;
 - (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
 - (d) Failure to diligently advance the work under a contract for construction services;
 - (e) The filing of a bankruptcy petition by or against the contractor; or
 - (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

- 13. Assignment of Contract: The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
- 14. No Waiver: No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
- 15. Authority to do Business: The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to

- enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must be signed by a duly authorized officer, agent or employee of the Respondent.
16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
 17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
 18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
 19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.

Signature

12-8-2011

Date

Attachments



ATTACHMENT A: DETAILED FUNCTIONAL REQUIREMENTS





UMS SOFTWARE INTRODUCTION



CONTINENTAL UTILITY SOLUTIONS, INC.

Continental Utility Solutions, Inc., (CUSI) is a privately held company located in Jonesboro, Arkansas. CUSI has been developing and servicing Financial Software, Customer Information Systems, and Utility Billing Applications since 1984. CUSI specializes in developing, implementing, and supporting technology solutions that manage the operational needs of water, sewer, natural gas, power, waste management, and sub-metering companies. CUSI creates value by providing the tools to deliver operational efficiency and world-class customer service.

CUSI has gained the reputation of being a leader in the utility billing software industry. CUSI has installed over 950 water, sewer, gas, electric, waste management, irrigation, and sub-metering companies with our Windows, SQL, and .NET applications. We continue to grow, adding approximately 75 new CIS/Utility Billing clients each year. What gives CUSI an advantage over other companies is the fact that we solicit input from our clients in order to build products that are paramount in the utility industry. By listening to our clients, we not only meet, but we exceed expectations. Our products are built with the latest technology and our staff has a steadfast commitment to providing the best service possible

Utility Management Solution.net (UMS) is the latest technology in Customer Information Systems and Utility Billing applications. UMS is comprehensive enough to be used for practically any service or group of services such as water, sewer, electricity, natural gas, storm water, refuse and more.



UTILITY MANAGEMENT SOLUTION

Whether your organization is large or small, UMS is built with application setup features to accommodate the specific business requirements of each client. In addition UMS provides our clients with an integrated suite of modules and interfaces offering wide-ranging CIS Utility Billing functionality that will provide you the ability to grow, increase operational efficiencies, streamline operational tasks, and offer new services to your customers.

UMS easily manages the addition of new services, amendment of existing services, and the restructuring of billing rates. CUSI focuses on configuration rather than customization. Out of the box, UMS has proven to be extremely adaptable to the business rules and processes of the utility sector. The inherent functionalities of UMS, coupled with the ease of configurable interfaces, provide for a robust software application without modification. Utilizing the latest software development disciplines and documentation standards ensures the best product reliability and highest quality. Our experience has advanced our CIS product into a solution that is highly adaptable to changing environments.

UMS Customer Information System

CUSI has designed the software to be intuitive and simple to use, resulting in a rapid end-user learning curve. Features such as notifications and reminders, wizards, and other software utilities within the system enhance and simplify the end-user experience. UMS provides all users with easy access to current and historical

The screenshot shows a web-based interface for customer management. At the top, there are tabs for 'Customer', 'Contacts', 'Location', 'Notes', 'History', 'Usage', 'Demographics', and 'Service orders'. The main content area is divided into several sections:

- Account Info:** Account No. 000000001050, Location No. 00000000001050, Building/UnitNo. 200 Fairway Drive, Jonesboro, AR 72401.
- Current - Past Due:** Balance: \$130.56, Past due: \$130.56, Last billed: 02-26-2009, Due date: 03-15-2009, Last payment: 02-02-2009, \$65.13.
- Customer Details:** Customer type: Individual, Last: DREW, Title: CALANDRA, First name: CALANDRA, Middle: , Spouse: .
- Address:** Home type: Home, Primary mailing address: checked, Street: 200 FAIRWAY DRIVE, City: JONESBORO, State: AR, Zip: 72401, Country: USA, County: Craighead, Email address: cdrew@cusi.com.
- Phone No.:** Work: 800-240-1420, Home: 870-336-2201.
- Message center:** A table showing message types and messages.

Type	Message
Automatic Payment	Draft
Email Bill	Yes
Budget Bill	No
Accept Checks	No
NSF (last 12 Months)	0
Late Charges (last 12 Months)	0
Deposits Holding	0
- Notes:** Customer called with complaint about large bill. Re-reading Meter. Customer Balance: \$130.56. Location Balance: \$730.56.

information regarding customers, locations, and devices. The CSR control panel has been designed to give a concentrated amount of information in a centralized view that offers all day-to-day necessary CSR functions on one easy accessible screen. This allows your Customer Service Team to minimize time and costs while providing exceptional, timely service to customers.

FUNCTION 1 : SET-UP CUSTOMER BILLING DATABASE

1.1 The ability to set-up a customer billing database to accommodate bill generation and payment history

- KAWC will provide 12 months of data as a starting point
- The type of data to be stored for each customer is provided in Attachment 1. In the design stage, fields not required to support the billing process will be identified and will not be required to be maintained in the database.
- Vendors should explain any limitations associated with this requirement

Per Attachment 1, we can convert and house the information you will be providing. UOS believes in data. The more data fields we collect and store in our system the more ways we can streamline operations, improve customer service, and provide the solutions you need to maximize your revenue and manage your infrastructure. UOS will work with LFUCG to develop processes to monitor your system and create proactive solutions for your sewer, storm water, and landfill services.

Limitations: The 12 month history will include 12 months of usage history for bill calculations however the only financial transaction history that will be converted will be the beginning balances on each account. Additional time and charges will incur if more complete financial data is to be converted.

1.2 The ability to add additional fields for the historical customer database

- **A GIS ID will eventually be added. The GIS ID will be a unique ID that will relate back to each customer address**

On the premise record, there are fields for the GIS coordinates that relate to this property location. Typically the premise ID or these coordinates are used to integrate to the GIS system.

OPTIONAL GIS/CIS Executive Dashboard

While the majority of these things can be handled in your Work Asset Management Solution - in the event that you choose to not implement our Work Asset Management solution these are the types of things our customers have done with GIS. We worked with a consulting firm hired by one of our customers to do the following:

Integrating the UMS with GIS will offer your organization new and improved customer visualization and analytical tools. You will be able to see your customer data in an entire new light – identifying trends that might have never been identified. This solution is built on ESRI ArcGIS Server technology and will provide information and facilitate communication to your customers. Optimize operations and add efficiencies to your existing workflows. Additionally, CUSI sees this as a way to facilitate decision making and help you to communicate to your customers more effectively.

- Utility Information Dashboards
 - Executive Dashboard: A web mapping application or portal to all of the key information a decision maker or board member would be interested in visualizing i.e., repeat call customers, demand analysis, customer service calls, etc.
 - Field Services (Operations) Dashboard: A web mapping application or portal illustrating all field service operations i.e., meter reading, dispatch and routing, meter change outs, hydrant flows/tests, backflow testing, etc.
 - Customer Service Representative (CSR) Dashboard: A web mapping application or portal illustrating all of the key information about your customers – who’s calling and why.
- Demand Based Management Module: A module in the GIS that allows you to visualize and analyze consumption demand. Allows you to visualize the distribution of demand and can help you identify where you need to change infrastructure to accommodate the demand.



- **Outage Management Module:**
 Integrate the GIS with CUSI's IVR. With a Geometric network created in the GIS you could isolate the valve on a main break and identify the customers that need to be notified. The customers could be fed to the CIS's IVR automating the entire notification process.
- **Pay type / New services adoption module:** Visualize where you have concentrations of customers that pay at the counter or by check. Use this information implement a target marketing campaign educating your customers about online bill pay, etc. Also, analyze new service adoption and identify areas that don't adopt – overlaying this information in a GIS with demographic data can be a very powerful tool.
- **Field Services Module:** Streamline your entire field services operations with mobile GIS technology. Imagine being able to enter the information gathered from hydrant flows, meter change out, meter reading, backflow testing, etc. in a real-time, from the field process. With ESRI's ArcGIS Server Mobile technology this is possible.

1.3: The ability to use a primary key to link customer data between the 3 billing sources; sewer, WQ, and Landfill

- **This is currently a 9-digit code called a premise number. This will be important to link adjustments that come in from the three sources to the appropriate customer account**

Account No.: 00000000165
 RUBY L REDMOND
 422 W 13TH ST
 APOPKA, FL 32703

Balance: Current U \$67.16
 Past due: \$0.00
 Last billed: 09-06-2011 \$50.47
 Due date: 09-22-2011
 Last payment: 10-03-2011 \$50.47

Location No.: 0000000005690
 Building/Unit No.: 422 W 13TH ST
 APOPKA, FL 32703

Cycle: 01
 Route: 0104 Apopka 01-04
 Class: R1 RESIDENTIAL YEAR...
 Desc:
 Parcel No.:
 Owner: RUBY REDMOND

Location address:
 Street No.: 422 Street name: W 13TH ST Street suffix:
 Building No.: Unit No.: Community:
 Address 2:
 City: APOPKA State: FL Zip: 32703
 Country: USA County: ORANGE COUNTY

Details Deposits Location Codes Location Permits

Service	Rate	Stat.	Date On	Active	Deposit	Balance
SEWER MINIMUM	SMIN	C	11/28/2011	<input checked="" type="checkbox"/>	\$0.00	\$0.00
SEWER USAGE	SUSE	C	11/28/2011	<input checked="" type="checkbox"/>	\$0.00	\$0.00
QUAIL MANAGEME	QMGMT	C	11/28/2011	<input checked="" type="checkbox"/>	\$0.00	\$0.00
LANDFILL FEE	LNDFL	C	11/28/2011	<input checked="" type="checkbox"/>	\$0.00	\$0.00
FRANCHISE FEE	FRAN	C	11/28/2011	<input checked="" type="checkbox"/>	\$0.00	\$0.00

The UMS Location Code is the same as a premise number.

Multiple services can be associated with the location code

1.4: The ability to link a closed account from previous service to a current account for payment collection and historical purposes

Yes UMS tracks all customers within the system. If a customer previously lived in the service area and has an outstanding debt this will come up when creating a new account or doing a simple search for this customer on a variety of different customer field attributes. When the customer is pulled up in the system it will show all previous history including where they have lived and if any balance is still due.

1.5: The ability to maintain multiple addresses and contact info for an account and Identify which address should receive the bill

The UMS contact tab allows you to create additional contacts for this account. You can additionally specify if this contact should receive copies of notices and bills either via mail or email.

Account No.: 00000000165
 RUBY L REDMOND
 422 W 13TH ST
 APOPKA, FL 32703

Balance: Current U \$67.16
 Past due: \$0.00
 Last billed: 09-06-2011 \$50.47
 Due date: 09-22-2011
 Last payment: 10-03-2011 \$50.47

Location No.: 0000000005690
 Building/Unit No.: 422 W 13TH ST
 APOPKA, FL 32703

Cycle: 01
 Route: 0104 Apopka 01-04
 Class: R1 RESIDENTIAL YEAR...
 Desc:
 Parcel No.:
 Owner: RUBY REDMOND

Contact Type | Contact Name | Phone No. | Copy Notice

Other	Kimberly Evert	704 912-2087	
Emergency	Joseph Redmond	949 955 Extn. 4456	M

Contact Details

Contact type: Emergency Title: Mr. First: Joseph Middle: Last: Redmond Suffix:

Care of:
 Address: 1548 Galway Corner
 City: Jonesboro State: AR Zip: 72401
 Country: USA

Email address: redmondj@gmail.com
 Phone No.: Mobile - 949 - 555 ext. 4455

Mail notices Email notices



1.6: The ability to provide a secure environment to store the customer database.

Yes – a secure environment in which to store customer database is provided. For more detailed information please refer to “Security Issues” on page 35 in the “Vendor Questions” Section.

FUNCTION 2: CALCULATE AND CREATE THE BILL

2.1: The ability to accommodate the billing calculations as defined in Attachment

Yes upon review UMS can easily handle all of the billing calculations as defined in your Attachments. UMS’s rate engine is very robust and can handle a multitude of complex rate structures.

2.2: The ability to easily change the rate charged for each fee

UMS rates are easily changed as they are date driven. This means rates can be predefined with an effective date. The old rates stay in the system in the event that any adjustments are needed for that time period.

2.3: The ability to generate an easy to read, informative bill that contains at minimum, the information in Attachment 3

UMS bill print format can be customized to meet LFUCG’s exact required layout.

2.4: The ability to calculate and generate the bill for mailing within 3 days of receiving the data from LFUCG.

- **Regular billing cycle process of daily or weekly per data availability from KAWC**

Yes – UOS can provide a rapid turn around for bill processing to get bills in the mail within 3 days of receiving data. This would not include any exceptions that may require more time to troubleshoot.

2.5: The ability to add notes to bills for the purpose of informing customers

Notes can be handled in a variety of different ways. Any note that you want to appear on a customer’s bill is first entered into UMS. You can place private notes on just one individual account with an expiration date:

Customer Control Panel - 00000000165 - RUBY L REDMOND

Account No.: 00000000165	Current Balance: U \$67.16 Past due: \$0.00 Last billed: 09-06-2011 \$50.47 Due date: 09-22-2011 Last payment: 10-03-2011 \$50.47	Location No.: 0000000005690	Cycle: 01 Route: 0104 Apopka 01-04 Class: R1 RESIDENTIAL YEAR... Desc: Parcel No.: Owner: RUBY REDMOND
-----------------------------	--	--------------------------------	---

RUBY L REDMOND
422 W 13TH ST
APOPKA, FL 32703

Building/Unit No.:
422 W 13TH ST
APOPKA, FL 32703

Customer | Contacts | Location | **Notes** | History | Usage | Demographics | Service Orders | Recurring Items | Service Allocation | Arrangements

Note Type	Note Category	Note Subject	Date Created	Message Center	Payment Center	Grace Date	Note Used For	Expiration Date
Account	General	NOTESCodes	2/2/1995	<input type="checkbox"/>	<input type="checkbox"/>			
Account	Bill Note	Sewer Use	11/28/2011	<input type="checkbox"/>	<input type="checkbox"/>		Statement	11/28/2011

Created by: CUSI ADMINISTRATOR - 11-28-2011 Last Changed by: CUSI ADMINISTRATOR - 11-28-2011

Note:
Please contact us regarding your sewer service

Type	Description	Filename

Save Clear OK Close

Or you can enter general notes that can be filtered by the entire company, cycle, route, community, or revenue class.

Edit Company Note

Note Details

Level: *

Company

Company
 Cycle
 Route
 Community
 Revenue Class

Note

Subject:
Winterize 2011

Have your heating system safety checked for \$35.00. This offer end on December 15, 2011. Hours for this service are 9:00 AM through 4:00 PM, Monday through Friday. An adult 18 years or older must be home.

Note used for: Statement Effective date: 10/03/2011 Expiration date: 11/30/2011

Priority: * Normal Date: 10/03/2011 Entered by: CUSI ADMINISTRATOR

OK Close

Notes can also be linked to the web portal also.

2.6: The ability to include multiple accounts on one bill

- See the example in Attachment 4

Yes with the UMS Bill Group feature you can group multiple accounts for one bill.

2.7: The ability to add the LFUCG seal to the bill

See next section.

2.8: The ability to accommodate LFUCG edits to the bill design prior to implementation

YES the UMS Bill Print format is completely customizable. Here is a simple sample we created in just a few minutes:

Account Number:	00000150002
Billing Date:	11/1/2011
Service Period:	9/30/2011 TO 10/31/2011
Customer Name:	Travis Carpenter
Service Address:	2112 CLANTON ST



Office Hours: Monday - Friday 7:00 - 4:30
 Company Address
 City, ST, ZIP
 Phone 999-999-9999 Fax 999-999-9999

Service	Previous Reading	Current Reading	Consumption	Charges
PREVIOUS BALANCE				31.92
Sewer	20700	21400	7	21.84
Landfill				4.50
Water Quality Fees				4.39
Sewer Service Charge				4.83
All Charges Are Due By The Due Date Any Past Due Balances Are Subject To Disconnect No Other Notice Will Be Sent			TOTAL DUE NOW	67.48
			DUE DATE: 12/26/2011 BILL IS DELINQUENT AFTER DUE DATE	

PERIOD	CUBIC FT USED
LAST MONTH	0
YEAR AGO	0

\$50.00 Reconnection Fee
 \$75.00 Reconnection Fee After 4 PM
 \$30.00 Service Charge on Returned Checks
 \$10.00 Late Fee on Bills 15 or More Days Delinquent

After Hours Drop box at 600 Barry Street
 Automated Bank Draft is Available

**TO REPORT WATER OR SEWER PROBLEMS
 CALL (999) 999-9999
 AVAILABLE 24 HOURS**

PLEASE BRING ENTIRE BILL IF PAYING IN PERSON. PLEASE DETACH AND RETURN BOTTOM PORTION IF PAYING BY MAIL. DEBIT AND CREDIT CARDS ACCEPTED.

Lexington Urban
 PO Box 2377
 Lexington KY 00000

Remittance Information

Billing Date: 11/1/2011
 Account Number: 000000150002
 Total Due: 67.48
 Due Date: 12/26/2011

Amount Paid \$

IRRIGATION SYSTEM YES

Travis Carpenter
 2112 2112 CLANTON ST
 Houston TX 77084

Lexington Urban
 PO Box 2377
 Lexington KY 00000



2.9: The ability to receive and apply adjustments to bills

- **LFUCG will send adjustments to all three fees on a daily, weekly or monthly basis**

UMS has several different adjustment options that make adjustments quick and easy to apply to the customers' accounts for all services. UOS can receive adjustments as often as LFUCG would like based upon agreement

2.10: The ability for the vendor to accommodate the LFUCG timeline for implementing the billing system

- **Billing to begin on 4/1/2012**
- **Vendor may submit an alternate date and provide rationale for alternative**

We believe there are many unknown issues that may create delays in this schedule. UOS and its partners agree to work diligently to achieve this target goal, but we believe that all parties will be agreeable to developing the best processes and procedures for ensuring the success of this project, and any delays will be mutually agreeable to all parties. We promise to do our share of the work quickly and efficiently to avoid delays.

FUNCTION 3: RECEIVE AND POST PAYMENTS

3.1: The ability to receive and post payments to customer accounts on a daily basis

UOS will have a customer service center setup to receive payments daily. Customer payments will be reflected real time. Customers will have the option to make payments:

- In person – UOS will work with LFUCG to create multiple options for in-person payments. We can easily create a payment center at LFUCG's office(s). We can set up an access terminal to have your staff take payments, or set up a kiosk¹ payment center. UOS can easily establish local payment centers with local merchants. UOS can also setup a local payment center staffed with our own employees if LFUCG and UOS determine this arrangement to be beneficial².
- Online – UOS offers a state of the art online portal for your customers. We offer online payment options including credit card, e-check, and options for signing up for monthly reoccurring bank draft. Customers can also sign up for secure paperless billing, view billing and payment history, edit account information, and request customer service.

¹ Kiosk not include in quoted price.

² Local UOS payment center not included in quoted price.

- Kiosk – UOS can set up Kiosk payment centers at any location. This service is not included in our pricing as we do not know how many Kiosks would be needed. We are happy to discuss this in more detail.
- Interactive Voice Response – Our IVR system is fully integrated with our software so all payments are recorded in real time and immediately update in our online portal. Outbound calls can target only those customers who need to be contacted. UOS will allow LFUCG to use our IVR to broadcast messages to its customers.³
- Mail – UOS will take checks and money orders at its mail handling facility. All money will be deposited directly into an account owned by LFUCG. It is our intention to not deposit any LFUCG funds into our account.
- Mobile Apps – Your customers will have access to our mobile app which will allow them to access their account, view a pdf file of their bill, make payment arrangements, sign up for bank draft, edit their account information, or request customer service.

3.2: The ability to track and collect all accounts receivables through an agreed upon aging date, i.e., 120 days, 150 days, etc.

Yes aging dates can be custom configured to meet LFUCG’s requirements.

3.3: The ability to generate and mail a second notice for unpaid accounts

- **Vendor to suggest best practices for this process**
- **Include shut-off process for delinquent customer accounts**

UOS will work with LFUCG to develop the most practicable delinquent account policies and procedures.

First and foremost, this process must conform to all local, state, and federal requirements. We will work with LFUCG to make sure whatever policies we develop meet those requirements.

The best solution that we have seen, and one that we highly recommend as it is simple, effective, and reduces costs to their bare minimum, is as follows:

If a customer has not paid their bill by a certain date just prior to their next regularly scheduled monthly bill, that bill statement will be printed in such a way that it will call attention to the fact that their prior payment is past due. It will clearly state that this is their last warning and if payment has not been received by a certain date then they will be charged a processing fee and subject to further actions such as having their water disconnected. For example, if your regular monthly bill is scheduled for the 25th of each month then we can set your payment due date around the 15th to the 20th of the following month. If we have not received payment by that date then your next regular monthly bill will have a “Late Payment” notice printed prominently on the bill with past due amount and a note that this will be your final notice and if we do not receive payment by the 15th of the next month then you will receive an additional fee (disconnect fee, late fee,

³ Additional Charges May Apply

etc) and will be subject to further action. Further action could be additional fees, disconnection of water service, etc.

This process does not require any extra printing or mailing costs beyond a small fee for printing the bill statements or envelopes with late notifications differently. However, UOS is happy to work with LFUCG to develop and implement any delinquent account policy, and will work to fine tune that policy to meet the collections goals that LFUCG establishes. Fees for additional printing, postage and handling may apply. UOS will assist LFUCG in the Lien process or will work with any professional collection agency designated by LFUCG

3.4: The ability to receive customer payments via multiple methods

- **Credit Card, EFT, Phone, Mail, Cash, Internet**

We take all forms of payments and offer multiple options for submitting those payments as described throughout this proposal. Payment types are user definable to easily track the different types of payments received.

- **Vendor should specify methods and best practices around payment methods**

As established in Section 3.1 above, UOS can handle most any payment method. All of our payment methods follow strict policies designed to protect your customer's identities. We follow strict cash handling procedures and have implemented a stringent set of Red Flag Rules. Our systems are designed to meet PCI compliance policies.

3.5: The ability to apply partial payments in a specific order

- **1st WQMF, 2nd Landfill, 3rd Sewer**

Yes in UMS you can define the payoff order:

Setup Payoff Order

Global payoff order details

Payoff order:
 Oldest Transaction Date + PayOff Order

Payoff order details

Category	Service
SEWER	QUALITY MANAGEMENT FEE
SEWER	LANDFILL FEE
SEWER	FRANCHSE FEE

Transaction priorities

Available priorities:

- NSF Fee
- Penalties
- Shutoff Charges
- Convenience Fee

Selected priorities:

- Deposit Charges
- Miscellaneous Charges

OK Close

3.6: The ability to provide customer service to LFUCG user fee customers

- **To answer questions about the bill**

UOS staff is very proficient and professional in handling all customer calls. We will work with your customers to understand their needs and resolve their issues.

The CSR control panel has been designed to give a concentrated amount of information in a centralized view that offers all day-to-day necessary CSR functions on one easy accessible screen. This allows our Customer Service Team to minimize time and costs while providing exceptional, timely service to your customers

- **To arrange payment**

UMS provides a comprehensive Payment Arrangement module.

3.7: The ability to receive and apply adjustments to bills

- **Each area will send adjustments on a daily, weekly or monthly basis**

Same as 2.9 UMS has several different adjustment options that make adjustments quick and easy to apply to the customers' accounts for all services. UOS can receive adjustments as often as LFUCG would like based upon agreement

FUNCTION 4: PROVIDE REPORTS AND VIEWS OF THE DATA

4.1: The ability to provide LFUCG access to the vendor's billing data

- **For operational purposes**
- **Possibly provide a snapshot of the activity at a specified time to allow LFUCG to conduct analysis**

Our portal was designed for accessibility on all levels; from your customers to your staff. Our system allows us to set up connections within minutes and to easily control, through login credentials, the level of accessibility a user has. You designated staff can receive whatever level of access needed, from generating reports to taking customer payments. Whatever reports you need access to will always be available, from existing reports to customized reports. We will work with you to create the tools you need to not only manage this relationship, but to also help you manage your entire operation. UOS will train and support City Personnel in accessing and using our platform.

4.2: The ability to provide a unified bill history allowing all three fees' history to be viewed together

UMS provides a screen detail view of history that includes all services. You can filter this view down to just one service if needed. All reports are the same in that you can report on all services together or select the services you wish to see.

4.3: The ability to allow LFUCG the ability to export data fields for download

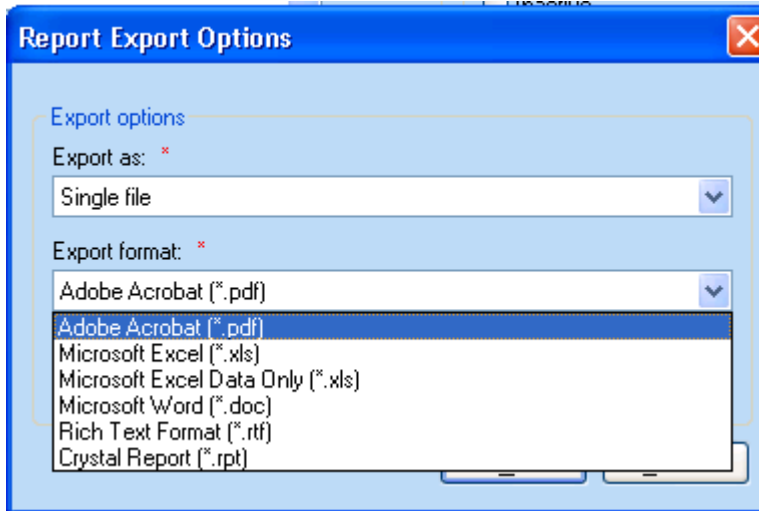
- **For authorized LFUCG users**

Yes, we can do that.

4.4: The ability to provide a detailed aging report to LFUCG in an electronic format

- **Formatted to allow sorting capabilities**

All reports can be saved electronically. Different file formats supported include: word, pdf, excel, Crystal Reports, rich text. Other options would be for a detailed or summary report. LFUCG staff has access to these and all reports, or UOS staff can generate the reports and submit to LFUCG electronically.



4.5: The ability to generate a list of active versus inactive accounts and print to an exception report

- **To be used in a business process by LFUCG**

UMS allows you to track all accounts in the system by Service ID (your premise code). The Service ID represents the property location, not the customer. Since the service location (a house, business, etc.) remains constant from month to month it is always tracked in the system. If the customer moves out and the building is vacant it remains in the system while it is vacant. Our exception reports allow us to track usage on vacant accounts. If we find a situation where there is usage on a vacant account we can generate a work order for LFUCG staff (or KAWC) to investigate account status so we can notify the resident to properly apply for service. This is only one method we use to track and reduce revenue loss.

4.6: The ability to report on the number of customers that are classified as residential, commercial, industrial or OPA

UMS provides a variety of canned reports including reports for the above. For more detail on reports please refer to question #2 on page 39 of the "Vendor Question" section.

4.7: The ability for LFUCG to add notes to the bill history

- **To be used when reviewing an account**

You cannot add internal notes directly to the bill history but can place notes to the account for review purposes. Note categories can also be setup. We have a very robust ability to place notes on accounts and to filter those notes for specific situations.

4.8: The ability for LFUCG to create their own reports from the views/access they will be allowed

YES – UMS provide the ability to create custom reports and add them to the main menu of the program. Security can then be applied to each report as to who would have access.

4.9: The ability for the vendor to provide standard reports

- **Specific report samples will be provided to finalist vendors**

Yes – we would be happy to provide to you samples of current reports upon being selected as a finalist.

- **Vendor should supply price structure breakdown per number of reports provided**

UOS will provide access to designated LFUCG staff. Any report available in UMS is available to LFUCG. UOS will work with LFUCG to design custom reports and forms. UOS staff can also provide reports electronically. UOS will only charge for printed materials.



ATTACHMENT B:

OUR PARTNERS

Continental Utility Solutions, Inc.

Continental Utility Solutions, Inc. (CUSI) is dedicated to providing innovative enterprise solutions for utilities. Experience and technology have made CUSI the place where people go for utility billing and customer information software for public and private utilities.

Beginning in 1984, CUSI pioneered the concept of standardized, feature rich, PC-based billing software at a time when custom software and mainframes dominated the industry. That vision has resulted in CUSI being named one of Top 500 Software Developers by Software Magazine. CUSI has also reached the distinction of being a Microsoft Development Partner.

CUSI provides complete enterprise solutions to the water, energy, and waste management industries with customers ranging from 50 to over 500,000 meters, service locations, or end users. As a measure of our impact on the industry, millions of bills are sent out each month using our solutions. CUSI's successful business model affords us the resources to invest in a continuing development cycle that addresses the needs of customers today and tomorrow and leverages the best integrated solutions with state of the art technology.



Continental Utility Solutions, Inc. is dedicated to providing innovative enterprise solutions for utilities.

CUSI has developed the latest technology in CIS/Billing – Utility Management Solution.Net (UMS.Net).

Cutting Edge Technology

The application has been architected in Microsoft's .Net environment to provide the most powerful utility software solution in the market today. Using the latest technology, clients can create for the first time a truly integrated environment to maximize their competitive advantage.

Powerful Database Tools

Built on Microsoft's SQL Server 2000 database platform, UMS.Net provides clients with the ability to collect, access, process, and analyze the information they need to efficiently manage their customer base while also optimizing their operational resources. UMS.Net is the CIS/Billing platform for the next decade.

Curtis 1000

**Curtis 1000
 General Background**

A business communications company operating continuously since 1882, Curtis 1000 has evolved to be unique among our competition in terms of experience, innovation and capabilities. On February 22, 2002, Curtis 1000 joined Taylor as one of the largest in the Taylor family of companies. The Taylor Corporation founded in 1975, owns and operates more than 80 individual companies in 22 states and seven countries. Adding Taylor’s resources to the 575+ Curtis employees in three strategic locations strengthens our efforts and enables Curtis to expand and continue our competitive advantages in technology and product expertise.

Curtis 1000 was the first to offer customized solutions versus a list of products because of our long history of listening to and consulting with our customers. This “blank sheet of paper” approach means never assuming a one-size-fits-all solution for a customer, but one that is customized for the best fit and scalable to the individual organization’s need and objectives. By partnering with our customers to “help them express their uniqueness in a crowded marketplace” and utilizing our print management and direct marketing expertise, Curtis 1000 helps clients increase ROI, lower cost, reduce attrition and focus on their core business. Armed with innovative, ad-agency-quality ideas, our investment in world class technologies, capabilities and production facilities ensure a seamless solution for all your direct marketing needs.

Legal Business Name
 Curtis 1000, Inc.
 1725 Breckinridge Pkwy, Suite 500
 Duluth, GA 30096-7566
 P: 678-924-2000
 www.curtis1000.com

Curtis 1000 Leadership
 Steve Geiger, President
 sgeiger@curtis1000.com

Frank Hunter, VP Sales & Marketing
 fhunter@curtis1000.com

Bruce Bray, Controller
 bbray@curtis1000.com

Legal Structure: Private Corporation
Federal Tax ID (FEIN): 41-02852411
GA State Tax ID: 067-307716
DUNS (Dunn & Bradstreet):
 00-330-3369
Cage Code: OT6P9
Year Established: 1882

Geographical Locations

Curtis 1000 is headquartered outside of Atlanta in Duluth, GA sharing the facility with our Southeastern Operations Center. Other manufacturing and distribution facilities include locations in Hugo, MN, and Baldwin Park, CA. Curtis also utilizes the more than 80 companies in the Taylor family, offering a vast array of specialties and the ability to shift production to meet high volumes or overcome production hindering events. In addition to the Taylor family of companies, we have partnered with 2500+ preferred vendors who have proven to be the best at their niche services such as selected promotional products, billboards, etc. In addition we utilize partners where there is a geographic need for local manufacturing or distribution. While preferred vendors may be used at any given time to

ensure project delivery, customers are assured Curtis 1000's strictest standards of performance, responsiveness and accuracy.



Quality is a core competency for Curtis 1000. We embrace the Always a Better Way (ABW) proprietary QA/QC Program. This program, a derivative of Six Sigma and Lean Manufacturing, is an ongoing focus geared toward drawing on the real life success and challenges of our diverse manufacturing organizations and implementing those lessons for improvement in all aspects of our business.

ABW is derived from our core belief: "There is always a better way." At its center, ABW states that our organization will drive continuous process improvement by having the following key tenets:

- By focusing on the issues that are critical to our customers.
- By using a defined, disciplined, teachable, repeatable methodology, critical metrics are identified; data is collected and analyzed to give information that reveals current performance. This information is then used as a basis of decision making and measurement of progress.
- By creating a disciplined culture of engaged employees, our belief is the people that are closest to the process should drive improving the process. The ownership of the process must be with these employees, whether they are managers, supervisors, or front line employees.

Process improvement implies that you will improve a given process and you're done. Continuous process improvement implies that the improvement doesn't stop. "We believe there is always a better way," even after we make improvements. We continually review our processes to find better, more efficient, more accurate ways of doing business. Identifying more efficient ways is critical to creating continuous process improvement and exceeding the expectations of our customers.



Our approach is straightforward. We start by specifically asking the customer what they feel is critical and assist the customer in recognizing what it is they need to be successful. Once we have ascertained a defined goal, we work with the customer to attain that goal - then we exceed it. The only way to truly drive continual process improvement is to have a plan in place to make it happen. The plan must include a project selection methodology, a project management methodology, improvement tools, and education to teach all of the above. Rather than re-invent the wheel, ABW stresses that we should use one of two methodologies that already exists. They are ISO9000 and/or Lean Six Sigma. Both are disciplined approaches to continuous process improvement that have a customer focus, and utilize metrics to measure the current state of the business as well as how much improvement has been achieved. Neither use intuition or assumption.

Curtis 1000 takes great care to ensure that customers' corporate specification guidelines are being followed. We follow brand identity standards to produce consistent materials, piece after piece. Each dedicated individual has been given the responsibility to ensure non-conforming products are properly controlled at points of discovery. Product that does not pass required quality checks, considered non-conforming, is recorded onto an appropriate form and sent back to a designated area to be inspected, reworked or scrapped. Each employee takes ownership in the products they produce. Specification sheets, signed proofs, PMS color charts, densitometer readings and supplier evaluations all allow Curtis 1000 to measure and ensure quality control. If products are produced in our facilities, in-process inspection gives the responsibility to each individual to make quality checks on products as they move through the production process.

Reporting

Curtis 1000 has the ability to accommodate our clients' data needs. With an extensive list of standard reports, custom reporting options are also available. The following are just a few examples of our standard reports:

- Account Detail by Product
- User Activity Reports
- Customer Service Reports
- Orders by Product
- Total Number of Orders, By Product
- Overall Usage Reports
- Individual Usage
- Usage by Group or Sub-group (i.e. Branch, Office, Region and State)
- Product by Audience Focus

Reports can be provided ad hoc for selected date ranges, or on a daily, weekly, bi-weekly or monthly basis in a variety of formats including:

- Excel file
- Digital file on disk
- Electronic Data Interchange (EDI)
- Email
- FTP
- By credit card
- Integrated with other reporting tools such as Business Objects and Crystal Reports.



Environmental Stewardship

Curtis 1000 has made the commitment to do our part in taking care of our environment and doing business in a sustainable way.

The **FSC checkmark** and tree logo is a valuable asset to your documents, and allows you to demonstrate your company’s environmental stand and promote a greener, more eco-conscious image to your target audience.

Maximizing efforts to recycle materials used in the operations centers Curtis 1000 recycles the following on a continual basis:

- Paper, including cutter and slitter trimmings, printed setup sheets and internal office waste
- Corrugated cardboard
- Plate material (aluminum)
- Printer cartridges
- Unused and waste ink
- Plastic
- Bales of MOCR paper from web presses
- Clean-up solvent from the parts washer
- Aluminum soda cans from lunchroom



Retired equipment is recycled as scrap iron. Continually striving to improve our efforts, we work with various recycling companies who provide reports and conduct periodic visits to our facilities to review all materials for possible recycling.

Tele-Works

About

For more than 20 years, Tele-Works has been a leader in delivering top-quality interactive voice response (IVR) solutions across North America. Our products have reshaped the way organizations communicate and transact business with their customers. From automated phone bill payments to building inspection scheduling to high-volume citizen alert systems, our solutions ensure your customers are informed and satisfied.

We are experts at providing real-time IVR access to any data system in your organization. And, because we have the competitive advantage of integrating to hundreds of third-party systems, we probably have experience working with your utility, tax, finance, courts, land management, or other database.

With more than 400 IVR installations, our products are proven, low risk, and highly cost-effective. Most customers achieve a full return on their investment in fewer than 12 months.

utilityworks™ --Become the Ultimate Customer Service Center.

Commuting home from work. Rushing kids to soccer. Attending meetings in the evenings. People are busy, and even customers with the best intentions forget to pay their bill and fall victim to frustrating late fees or untimely service shut-offs.

Automated Courtesy Calls.

Utilityworks™ can help remove the pain of late payments with automated courtesy calls to your past due accounts. Reminders will help customers avoid embarrassing and costly disconnects. Fewer disconnects mean fewer truck roll-outs and lower costs for your department. With our **press 2 to pay now** option, making payments has never been easier.

Real-time payments.

Customer self-service only works if users are able to access their account information and make payments in real-time. Our utility applications tie directly to your utility database/CIS system, so phone and web payments are posted immediately—with no batch processes and no manual steps.

*Urgent Notifications. **

Utilities have a responsibility to notify their customers of urgent situations: water contamination, service interruptions, or downed power lines. Tele-Works' outbound notification system, *alertworks™*, will allow you to notify your customers in a timely manner. Even emergency notices can be delivered to thousands of phone numbers and emails in minutes.

Features.

Access anytime.

Customers can access their accounts when it's convenient for them. No more running to pay a utility bill on their lunch break or being fearful of a disconnection. Instead they can check balance and payment history and pay bills by credit card or eCheck...anytime.

Go ahead, let them inquire.

Answer your customers' questions at any time of day without overtaxing your customer service representatives: 24/7 FAQ by phone, balance inquiries, and payment history. Customers are prompted to enter their account number and can then check their current balance, past payment date, or last payment amount over the phone.

Be courteous.

Make outbound calls to customers with past due accounts and offer **press 1 to pay** options while you have them on the phone. Your customers avoid service disconnection and associated fees and you avoid costly truck roll-outs.

Be more proactive.

Be certain that customers are informed of urgent situations. Let your customers know when there is a boil alert, new water restrictions, live line down, or a planned outage with outbound calling.

Spanish, Armenian, or Cantonese?

Do you have a large population of non-English speaking citizens? With our multiple language options, you can find a way to communicate with everyone.

Statistics

Manville Case Study

- Almost 40% of all customer calls are handled through the IVR
- Reduced shut-offs due to delinquency by 50%
- System handles 55,000 minutes per year
- Over 10,000 payments and half a million dollars are collected through the IVR each year

Elsinore Valley MWD 2009 Statistics

- \$5.1 million collected annually through the IVR
- 42% of total calls handled through the IVR, that's 280,000 minutes per year
- Reduced shut-offs due to delinquency by half
- Postponed hiring 3 new full-time employees

Union County, NC 2009 Statistics

- 10 month full return on investment
- Collected \$2.3 million in payments by IVR
- Reduced unnecessary shutoffs by 48%
- Improved staff productivity - 54% of customer service calls are handled through the IVR
- 20,000 outbound calls made annually

UOS can work with the LFUCG to implement IVR capabilities across your entire municipal operations, including:

Building & Permits *

Local Government *

Courts *

Housing Authorities *

Finance & Collections *

Emergency Management *

Kalleo Technologies

Kalleo Technologies provides information technology solutions to the municipality, utility and healthcare markets through flat-rate IT management. We specialize in providing custom cloud-based application management to our clients.

“What do you do when your line of business application is too complicated for a generic hosting provider to handle?”

Look no further! Kalleo Technologies customizes the cloud-based environment to suit the needs of our customers. While simple web applications may run smoothly on generic hosting providers, most line of business applications require more customization and management than a generic cloud provider can offer.

In addition to our hosting solutions, Kalleo Technologies provides remote managed services for municipal, utility and healthcare organizations from Hawaii to Florida where we manage thousands of PCs, tablet PCs, laptops, servers, and networks. Our technicians are experts in managing Windows server environments, cloud-based applications, remote desktop services, MS SQL databases, and much more.

Founded in 2004, Kalleo began with the goal of bringing enterprise level support to government and healthcare organizations. Our founders have decades of experience in Fortune 100 IT support, deployment and management of large numbers of desktop systems for Fortune 500 sized companies such as SBC and Walmart. We look forward to the opportunity to earn your business!

NovoTX

GIS-CENTRIC WORK ORDER AND ASSET MANAGEMENT

Since 1994 NovoTX has provided complete business solutions covering a broad range of industries and technologies by means of commercial and custom software development. Our team of technology consultants and software engineers have successfully developed and implemented software packages throughout the United States increasing efficiency and productivity in both small businesses and enterprise-level organizations. Our objective is clear; we aim to be the best value, lowest risk software provider on the market.

NovoTX's Elements product is a complete GIS based asset and maintenance management solution. The enterprise level GIS geodatabase integrates seamlessly with the management software enabling real-time support. Elements allows you to geographically visualize the locations of service orders and track history and provides a real-time internet based application to field crews, saving time, energy, and money by streamlining ticket marking processes and eliminating unnecessary trips to and from the office. The product also works with your organizations accounting, utility billing and inventory systems and eliminates duplicate data entry and streamlines workflow processes.

NovoTX is the leading provider of GIS-based asset management and work order software for utilities and local governments.

Elements Management Software, the flagship product of NovoTX, integrates with existing GIS (including ESRI, MapInfo, Manifold, Autodesk and others) to provide governments and utility systems with a simplified approach to GIS-based work order and asset management

Elements Management Software

Designed as a complete GIS based asset, maintenance and facilities management solution, Elements serves as the flagship product for NovoTX, L.L.C.

Elements Spatial Data Extensions

Have you invested in an expensive GIS geodatabase repository that you wish you could utilize and integrate seamlessly with your management software? Elements Spatial Data Extensions adds real-time support for industry standard geodatabase storage systems, such as ESRI's ArcSDE, Oracle Spatial and more. No middleware or third party licenses required; with a single license of Elements Spatial Data Extensions your organization can take full advantage of enterprise-level geodatabases.

Elements Empower Tools

Elements Empower Tools enables you to "Empower" your organization with data from other data applications currently utilized within your organization such as accounting and utility billing systems, inventory systems, and more. This innovative service eliminates duplicate data entry and streamlines workflow processes.

Elements Panoview Services

Elements Panoview is an add-on to Elements Management Software that enables your organization to implement full 360° photo pictometry. Break out of the 2D GIS world and utilize this tool to implement full panoramic images in the same manner you would use GIS data. Pan around rooms and click on assets to manage work history, facilities management data, and much more.

Envision Dynamic Data Management Software

Another industry first, Envision Dynamic Data Management Software allows you to manage data the way you want to manage. Tired of adapting business processes to match what software providers think is "the way" to do things? Envision allows you to generate your own custom forms, custom workflow processes, custom alerts and notifications, and much, much more. All of this power is available as a stand-alone, web based application or integrates fully with the Elements Management Software. Typical uses include Building Permits, Building Inspections, Citizen Services, Fleet Maintenance, Cemetery Management, and so much more. Envision also features a full developer API that integrates seamlessly with your company website.

Elements One

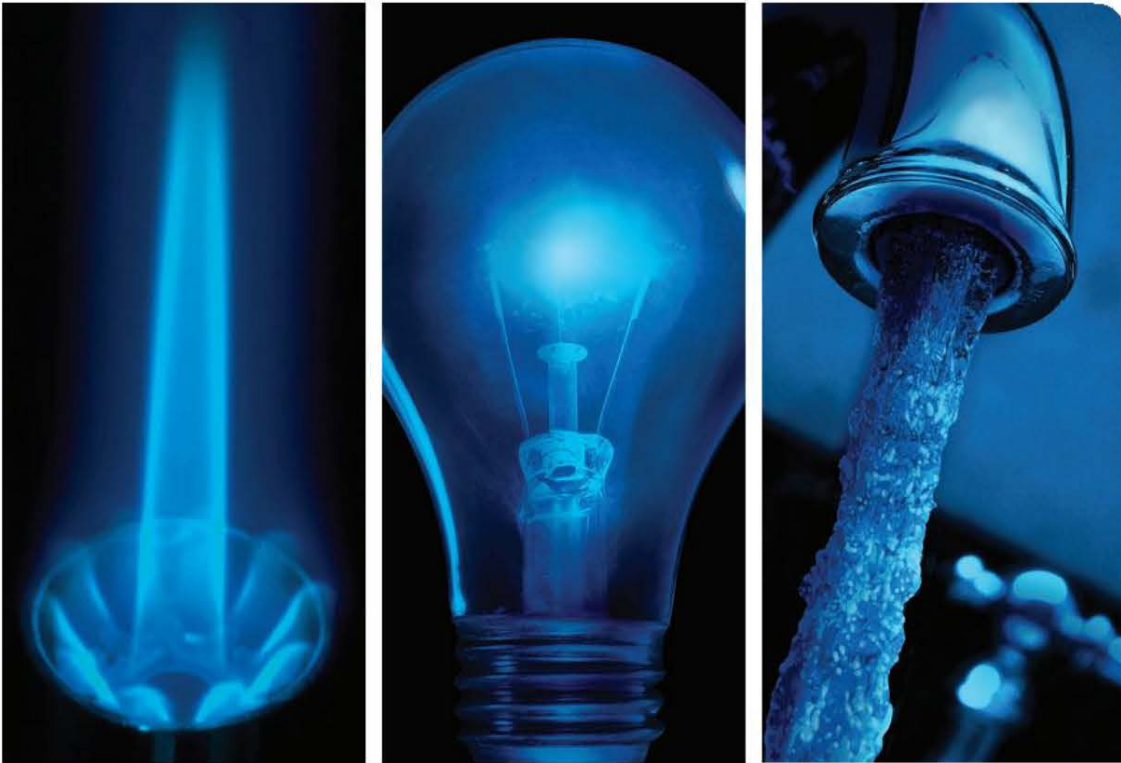
Elements One allows you to geographically visualize the locations of one-call tickets needing marked and track a complete history on all received tickets. Elements One provides a real-time internet based application to field crews, saving time, energy, and money by streamlining ticket marking processes and eliminating unnecessary trips to and from the office.



ATTACHMENT C:

REVENUE ENHANCEMENT SERVICES





**We find lost revenues.
You find financial rewards.**



**REVENUE
ENHANCEMENT
SERVICES**

Maximizing Your Utility Revenue

Revenue Enhancement Services, LLC

A Subsidiary of Meter Reading Specialists



Helping you minimize your losses and maximize your revenues

Revenue Enhancement Services understands the many challenges utility operators face in acquiring, processing and distributing the vital resources you manage. Even the most efficiently run systems experience some degree of loss. Allow us to provide you with a no-cost, no-obligation preliminary review of your utility system. Call us today and find out how we can minimize your losses and maximize your revenues.

"I would highly recommend Revenue Enhancement Services to any water authority personnel who may be considering entering into such a contract."

- CYNTHIA MALL, UTILITY BILLING SUPERINTENDENT : PARISH OF JEFFERSON, LA

"The revenue enhancement program was highly successful, with the board recovering more than \$8 million over the life of the contract."

- WARREN LAWRENCE, CHIEF OF NETWORKS : SEWERAGE & WATER BOARD OF NEW ORLEANS



Recover lost revenues and increase your success.

It is a little-known fact that hundreds of millions of dollars are lost annually by cities across the nation due to unbilled & misbilled utility services. But, Revenue Enhancement Services (RES) can help your utility operation assure accurate billing and optimize revenue flows. RES is a professional services contractor dedicated to identifying, quantifying and recovering lost revenues for cities, government agencies and other utility providers. Our parent company – Meter Reading Specialists – has been providing billing & collection, meter reading and revenue enhancement services to clients throughout the southeastern United States since 1977.

Lost revenues are the result of problems such as inaccurate billing and product measurement, meter inaccuracy, theft and much more. RES has developed a revenue enhancement program that will ensure that your water, electric or gas operations are maximizing their revenue potential. Our goal is to make sure that you receive fair compensation for the services you provide. Our staff of managers, field technicians, engineers and accountants possesses more than 50 years of experience in resolving the concerns of utilities. Our staff has recovered more than \$100 million in additional revenues for utilities throughout the country – and we would be happy to help increase your revenues, too.



GIVING YOU SUBSTANTIAL BENEFITS, WHILE TAKING ABSOLUTELY NO RISKS

Not only does our program bring you the obvious benefit of increasing your revenues – we do so with absolutely no risk to you. Our program is designed to relieve you from any up-front costs or capital requirements. Compensation for RES services is paid from the increased revenues generated by the program. You pay a portion of the additional income when our recommended changes are implemented. The new revenues generated by our program often provide funds for infrastructure improvements, metering automation, contract meter reading or other capital expenditures. Our program can also help alleviate the need for unpopular utility rate increases. All in all, our program is a risk-free way for you to generate the revenue needed to meet many of your goals and objectives.

FULFILLING YOUR COMMITMENT TO TAXPAYERS – AND FULFILLING YOUR UTILITY’S POTENTIAL

We realize that as a public utilities provider, you have a responsibility to the taxpayers and the community – and part of that responsibility is making sure that your utility reaches its full potential. Much of the recovered revenue generated by our program comes from unbilled or improperly billed services, and that means that some of your customers will see a billing increase as they begin paying for

SOME OF THE KEY BENEFITS AND FEATURES OF OUR PROGRAM INCLUDE:

- *maximizes your revenue potential*
- *helps prevent utility rate increases*
- *generates new revenues for capital improvements*
- *requires no capital or investment*
- *absolutely no risk involved*
- *RES compensation comes from increased revenues*

actual usage. However, the fact of the matter is that your utility must be compensated fairly for the services you provide – and the taxpayers who fund your operations deserve no less. In the end, no reasonable customer can deny that proper compensation for services is only fair, and the entire community will benefit if your utility is able to fund needed projects and keep rates down.

FINDING LOST REVENUE IS LIKE FINDING HIDDEN TREASURE

The basic concept behind our revenue enhancement program is really quite simple: we find money that is “slipping through the cracks” and return those lost revenues to you. The most common causes of lost revenues include:

- *billing-related inconsistencies*
- *sewer service problems*



- *product measurement*
- *active but unbilled customer accounts*
- *meter reading inconsistencies*
- *meter inaccuracy*
- *service theft, including unauthorized bypass*
- *unmetered firelines*

Through years of experience and proven methodology, we are able to discover these lost revenues, quantify the potential revenue enhancement, then implement, execute and manage the necessary corrective action. The result is increased revenue– all without increasing expenditures or affecting your operational budget.

PUTTING OUR PROGRAM IN MOTION – AND PUTTING MORE REVENUE IN YOUR HANDS

Our revenue enhancement program consists of six components: 1) *mobilization*; 2) *administrative/review & audit*; 3) *operations/field investigations*; 4) *corrective action/financial reporting*; 5) *final report*; and 6) *training*. While these are the basic components, we will tailor the program to meet the unique needs and requirements of your utility.

1) Mobilization

This is the planning and organizational phase of the program. Upon execution of the contract, RES personnel will interact with the various department managers of the utility

OUR REVENUE ENHANCEMENT PROGRAM TEAM MEMBERS AND DEPARTMENTS INCLUDE:

- *General Manager*
- *Project Manager*
- *Finance/Accounting*
- *Customer Service*
- *Meter Shop*
- *Meter Reading*
- *Information Systems*

to define the nature and intent of the contract, develop work order processing and tracking procedures, and discuss policies, procedures and any other items pertinent to the program. Mobilization typically takes four to six weeks.

2) Administrative/Review & Audit

The administrative process consists of a detailed review of each existing account. Each account is carefully analyzed for appropriate consumption pattern characteristics and other pertinent factors to determine if any possible usage irregularities exist. Through this administrative process, RES identifies potential recovery opportunities and targets those accounts that will require further evaluation through field investigation.

3) Operations/Field Investigations

All of the accounts that fail to meet the standard criteria of the audit will undergo



an intensive on-site field investigation.

This process includes a comprehensive property analysis; interviews with customer representatives; gathering of the customer's meter information and testing of meters; analysis of all systems that are part of the building's operation and much more. Upon completion of the field investigation, RES will prepare a detailed field report.

4) Corrective Action/Financial Reporting

The RES administration team utilizes the field report to determine if the customer is correctly paying all applicable rates and fees for the services rendered. If a problem is found, RES will submit a corrective action work order to the utility for approval and incorporation into the billing system. RES also will provide a monthly project status report, including a breakdown of activity by revenue generating type (loss accounts, meter repairs, unmetered firelines, etc.). A monthly payable and invoice will be presented to the utility detailing all revenue amounts generated and amount due RES.

5) Final Report

RES will provide the utility with a written final report on the specific results of the project, including an assessment of existing department metering practices and an estimate of annual revenue loss by area of deficiency. Causes of inaccuracies and analysis of corrective actions will be included in the report. Future courses of action to reduce lost revenue also will be discussed. It's important to remember that unbilled and misbilled utilities are normal occurrences in every city. Our purpose is not to find fault with your procedures or staff, but to supplement the hard work your department performs.

6) Training

RES will conduct training sessions for administrative and field personnel to ensure that problem areas are identified, corrected and maintained. If desired by the utility, RES will also provide designated utility staff with comprehensive training in the techniques used throughout our revenue enhancement program.

POTENTIAL REVENUE INCREASE:

Number of Customer Accounts	Potential Revenue Increase Per Year
0 to 20,000	\$300,000
20,001 to 50,000	\$500,000
50,001 to 100,000	\$1,000,000
100,001 to 200,000	\$2,000,000
Over 200,000	\$3,000,000



Questions & Answers

Q: Our staff is overburdened already; how can we find time for this project?

A: Our revenue enhancement program will actually free your staff to focus on daily operations while we find and resolve problems that are costing you money. As your city grows it becomes increasingly difficult to monitor your existing infrastructure. Many problems we find developed slowly over time and are easily missed through day-to-day observation. Other problems result from miscommunication. RES provides a fresh set of eyes, along with the experience to know where to look. Very little of your staff's time will be required, just a couple of meetings with key personnel.

Q: Won't our staff resist your program, for fear the results will be a bad reflection on them?

A: Every utility operation suffers from some degree of misbilled or unbilled revenue loss. This is normal, and no individual or department will be singled out when a problem is discovered. In a fast-paced utility environment, it's very easy for problems to go unnoticed. There is no finger-pointing. We work with your staff to correct existing problems and provide suggestions for spotting issues in the future before they become problems.

Q: Our system is well-run and maintained. What happens if you don't find unbilled or misbilled revenue?

A: If this is the case, you will owe us nothing and we'll provide a letter stating that we were unable to find any problems with your operations, which you can then proudly display for your customers. When it's time to consider a rate increase, you can show your customers that you've done your part to run an efficient and thorough operation. Our program presents no risk, so you have nothing to lose.

Q: What about the political consequences when some of our customers are forced to pay higher utility bills?

A: Customers will receive a higher bill only if they are not currently paying for what they are receiving. It is only fair for each customer to pay their fair share for services rendered. When a utility is not fairly compensated for service it provides, it will eventually have to increase rates for all customers. The latter actually has greater negative ramifications.

Q: How do we find the resources in our budget to pay for this program?

A: Our program pays for itself through the increased revenues it creates. Not "estimated" revenues, but actual, documented and collected revenues. You don't pay RES for our service until our recommendations result in real revenues. What's more, any labor and equipment costs incurred by you will be paid for from the increased revenues before any revenue sharing takes place.

Response to Lexington-Fayette Urban County Government

Request for Proposal Response Template

Billing Services
Request for Proposal

PRICING MATRIX AND TERMS

November 10, 2011

Pricing Matrix and Terms

Our objectives are not only to obtain the best value via component pricing, but also to mitigate the unpredictability in the potential volatility of ongoing costs.

Please provide a description of your pricing approach, along with any associated assumptions and rationale, to accomplish this. All vendors must supply pricing information in the format below. However, if vendor has an alternative approach to pricing, that may be included as well.

Prices should be stated in U.S. dollars and offered for at least 90 days. **Pricing information in hardcopy must be submitted in a separate envelope; pricing information in electronic format must be submitted in a separate file.**

On average, LFUCG will require about 115,000 bills per month to be generated and serviced.

Year	Billing Service Price Per Bill	Customer Service Price Per Bill	Other Price Per Bill	Total Price Per Bill
Year 1	\$1.50	Included	\$0	\$1.50
Year 2	\$1.55	Included	\$0	\$1.55
Year 3	\$1.60	Included	\$0	\$1.60
Year 4	\$1.65	Included	\$0	\$1.65

***The scope if this project is much to great to develop firm prices without further discussions and negotiations. We feel that we have reached a fair price based on our experience and scope of services discussed in your RFP, but we will need to work closely with LFUCG before we can develop a firm price.**

Implementation Pricing:

Implementation costs are hard to determine without further investigations. Our price for implementation will be approximately \$0.50 to \$1.00 per premise number. We will provide a final cost for implantation once we perform our Gap Analysis.

Pricing Approach:

Implementation cost will be invoiced to LFUCG at three stages. One third will be due within 10 days of signing a contract; one third will be 30 days later, and the remaining one third will be due within 10 days of successful Go Live phase.

Assumptions per component:

Please describe any assumptions associated with your pricing model.

Hardware for LFUCG staff is not included. UOS can set up our platform on existing LFUCG terminals for at no cost to LFUCG, or we can deploy thin client terminals at a cost to LFUCG.

Pricing includes printing and postage costs for regularly scheduled monthly sewer bills. Printing and postage costs for late notices and other mailings will be negotiated and priced separately.

Postage is calculated at \$0.34.

Pricing For Additional Services

Billing Inserts

This is the price for special inserts 3 or 4 times per year, to be included in regular monthly billing:

Option 1:

8.5 X 11 insert printed one side black on 24# white bond paper, folded, and inserted. 27,000 = .07 each

Option 2:

8.5 X 11 insert printed 4-color process on 80# gloss text stock, folded, and inserted. 27,000 = .08 each

UOS and Curtis 1000 will work with City for custom print jobs or off-cycle printing and delivery. UOS will pass through any costs from Curtis 1000 with no price increase. UOS will cooperate with City and Curtis 1000 to deliver account information necessary to print and deliver printed material.

Collection Services

UOS will provide collection processes not including professional collection services. UOS will work with LFUCG and LFUCG's professional Collection Agency to develop clear and concise policies and procedures for determining how and when to turn over dead-beat accounts to your collection agency.

Our fees for providing collections services, up to the point of turning the account over to LFUCG's collection agency, are difficult to determine. Since you have contracted with American Water for such a long time and have more or less followed their collection policies and procedures, we have a number of processes that can be developed to increase collections and decrease costs associated with doing so. There are a number of ways to price this and UOS would like to work with LFUCG to gather additional information and determine the best collection policies and then determine the best pricing model. Our system is set up to automate this process so I am confident that we can arrive at a price that compensates us for printing and postage costs and our time pursuing past due accounts, but is fair and reasonable to LFUCG.

The following are possible pricing models:

- A percentage of the late fee and/or disconnect fee
- A flat fee per late account
- A percentage of successful collections

Revenue Enhancement

Our revenue enhancement program is based on a shared revenue model as indicated in Attachment C: Revenue Enhancement Services. Our usual fee for this service is 50% of any revenues generated by our service for 36 months. For this contract we propose a 40% share of revenues generated for 36 months. Our goal for this project is to offset 10% of our monthly billing fee which would generate an additional \$17,250 in revenues per month for the LFUCG, from which we would receive \$6,900 per month and LFUCG would receive the remainder. After 36 months LFUCG would receive all of the increased revenue.

There is no guarantee of what we will find with this program. It could be a little less, but we believe that 10% is a minimum amount based on previous contracts. We would be happy to provide a preliminary review of your system which would take about one week to complete. This would give us a pretty good idea of what kind of revenue increase we can expect. We would also be happy to discuss this program with you in greater detail.

I have included the following clause that can be inserted into your standard contract, or we can provide a complete and detailed contract if you prefer.

"Within the first year of this contract, if UOS locates and documents an account that has been unbilled or misbilled prior to this contract, UOS will be entitled to a monthly bonus payment equal to 40% of any increased revenue for that account, over and above the baseline revenue, for a period of three (3) consecutive twelve (12) month periods. Baseline revenue is calculated by taking the average monthly bill for the twelve (12) months prior to any correction made to the account. The revenue sharing period will begin after Utility is compensated for any and all expenses incurred by Utility as a result of any corrective action taken (meter replacement, labor, etc.) Utility is obligated to make corrective action within three months on any unbilled or misbilled account documented by UOS.

Bonus Payment is due to UOS monthly within thirty (30) days of receipt of Increased Revenues by Utility. Any and all fees due to UOS for services rendered under this section shall be payable solely from Increased Revenues. The duties and obligations of Utility to pay UOS any Bonus Payments earned prior to the termination of this Contract under the terms of this section shall continue in full force and effect as provided in this section regardless of the termination of this Contract by either party."

After the first year of this contract we will continually apply our Revenue Enhancement processes to our operations as part of our regular service at no additional cost to LFUCG. UOS will not participate in any increased revenues due to mistakes made by our staff in setting up an account. This service is designed to identify misbilled and unbilled revenue loss prior to our services. We will continually monitor our own operations and make corrections as we find mistakes, but you will not pay for those issues.