

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

New
 OTR
 Sole Source
 Bid Waiver
 Emergency
 Previous Contract/Project No. N/A
Contract
 Re-Bid
 Other- Legacy
 LIVING WAGE APPLIES: YES NO
 Requisition No./Project No.: RQID2100395/RFP-02293
 TERM OF CONTRACT 5 YEAR(S) WITH 0 1 YEAR OTRs

Requisition /Project Title: PROFESSIONAL SERVICES TO UPGRADE ORACLE CUSTOMER

Description: Miami-Dade County, hereinafter referred to as the County, as represented by the Miami-Dade County Water and Sewer Department (WASD), is soliciting proposals from qualified information technology firms to provide professional services to assist in the upgrading of its current on-premise Customer Information System (CIS), Oracle's Customer Care and Billing (CCB) from Version 2.4 to Oracle's Customer Cloud Service (CCS). The CCB is accessed by over 1,000 users on a 24 hours a day, seven days a week basis. The selected Proposer shall provide the services required for a successful CCB upgrade and implementation; to include post implementation services. The County is not requesting a time and materials engagement, rather the County seeks to establish a fixed fee engagement for services. The County intends to complete payment for the services via a payment schedule that will be negotiated with the selected Proposer. The payment schedule will be negotiated with a view to accommodating the County's budget priorities based on annual appropriation of funds and will provide for payment based upon the Contractor's successful completion of project milestones and deliverables.

Issuing Department: ISD
 Contact Person: Alonzo Joseph
 Phone: 305-375-2774
 Estimate Cost: 10,000,000.00
 Funding Source: Proprietary Funds

ANALYSIS

Commodity Codes:	<u>91829</u>			
Contract/Project History of previous purchases three (3) years Check here <input type="checkbox"/> if this is a new contract/purchase with no previous history.				
	<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>	
Contractor:				
Small Business Enterprise:				
Contract Value:				
Comments:				
Continued on another page (s): <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				

RECOMMENDATIONS

	Set-aside	Sub-contractor goal	Bid preference	Selection factor
SBE				
Basis of recommendation: <u>See bid document</u>				
Signed: <u>Juliana Manjarres</u>			Date sent to SBD: <u>3/11/2022</u>	

	Date returned to ISD Procurement:	
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Revised April 2005

PROFESSIONAL SERVICES TO UPGRADE ORACLE CUSTOMER INFORMATION SYSTEM

1.0 PROJECT OVERVIEW AND GENERAL TERMS AND CONDITIONS

1.1 Introduction

Miami-Dade County, hereinafter referred to as the County, as represented by the Miami-Dade County Water and Sewer Department (WASD), is soliciting proposals from qualified information technology firms to provide professional services to assist in the upgrading of its current on-premise Customer Information System (CIS), Oracle's Customer Care and Billing (CCB) from Version 2.4 to Oracle's Customer Cloud Service (CCS). The CCB is accessed by over 1,000 users on a 24 hours a day, seven days a week basis. The selected Proposer shall provide the services required for a successful CCB upgrade and implementation; to include post implementation services. The County is not requesting a time and materials engagement, rather the County seeks to establish a fixed fee engagement for services. The County intends to complete payment for the services via a payment schedule that will be negotiated with the selected Proposer. The payment schedule will be negotiated with a view to accommodating the County's budget priorities based on annual appropriation of funds and will provide for payment based upon the Contractor's successful completion of project milestones and deliverables.

The County anticipates awarding a contract for a five (5) year term. Pursuant to Section 2.6, the County is requesting an expedited timeline for the implementation of CCS, and therefore, does not expect the upgrade to require the five-year contract term for completion. Rather, the five-year term shall allow for the completion of those services specifically requested herein as well as future optional services, in the County's sole discretion, to support future needs.

1.2 Definitions

The following words and expressions used in this Solicitation shall be construed as follows, except when it is clear from the context that another meaning is intended:

1. The words "Competitive Selection Committee" to mean the group of individuals who are tasked with reviewing, evaluating and scoring the Proposals submitted in response to this RFP.
2. The word "Contractor" to mean the Proposer that receives any award of a contract from the County as a result of this Solicitation, also to be known as "the prime Contractor".
3. The word "County" to mean Miami-Dade County, a political subdivision of the State of Florida.
4. The words "Data Base Archiving" to mean the act of removing from an operational database selected data objects that are not expected to be referenced again and placing them in an archive data store, where they can be accessed if needed.
5. The words "Go-Live" to mean the date upon the upgrade is made available for use in a real time live environment.
6. The words "Premier Support" to mean the Oracle Premier Support that provides access to product updates and enhancements, technical assistance, and support resources.
7. The word "Proposal" to mean the properly signed and completed written good faith commitment by the Proposer submission in response to this Solicitation by a Proposer for the Services, and as amended or modified through negotiations.
8. The word "Proposer" to mean the person, firm, entity or organization, as stated on the Submittal Form, submitting a proposal to this Solicitation.
9. The words "Scope of Services" to mean Section 2.0 of this Solicitation, which details the work to be performed by the Contractor.
10. The word "Solicitation" to mean this Request for Proposals (RFP) document, and all associated addenda and attachments.
11. The word "Subcontractor" to mean any person, firm, entity or organization, other than the employees of the Contractor, who contracts with the Contractor to furnish labor, or labor and materials, in connection with the Services to the County, whether directly or indirectly, on behalf of the Contractor.
12. The words "User Acceptance Testing" or "UAT" to mean the test conducted to determine if the requirements of the contract have been met.
13. The words "Work", "Services", "Program", or "Project" to mean all matters and things that will be required to be done by the Contractor in accordance with the Scope of Services, and the terms and conditions of this Solicitation.

2.0 SCOPE OF SERVICES

2.1 **Background**

WASD provides water and wastewater services directly to more than 400,000 retail customers and indirectly through wholesale (municipal) utilities. WASD utilizes CCB to service and bill over 470,000 accounts, resulting in approximately 9,000 bills getting produced every day. These services include water supply, transmission, water treatment, distribution, conservation, wastewater collection, wastewater treatment, disposal, and water reclamation. Customers can pay their water bill online, through the mail, at any of the five customer service centers, or a number of private payment centers located throughout the County. The County maintains more than 8,500 miles of underground water lines, as well as approximately 4,100 miles of sewer lines, serving more than 2.3 million residents and thousands of visitors.

2.2 **Objective**

The objective of this project is to upgrade WASD's CCB, which is on-premise, to Oracle's Customer Cloud Service (CCS), in order to remain technically up to date and current on Premier Support and derive the benefits of the Software as a Service (SaaS) solution. WASD's intent is to minimize customizations as much as possible and take advantage of new and enhanced functionalities that will allow WASD to maintain utility best practices for the processes that are currently being performed. Additionally, given the fact that the CCB is intrinsically related to other Oracle Utility Framework (OUF) products, namely Mobile Workforce Management (MWM), Process Integration Pack (PIP) and Oracle Real-Time Scheduler (ORS), a holistic approach is requested by the County to ensure that the entire suite is performing to its best ability. Accordingly, tasks associated with those applications are included within the scope of this Solicitation. It is expected that the selected Proposer will complete the implementation in a manner that addresses WASD's business needs, which may necessitate configuration of CCS in a manner that accommodates the use of process and applications that are specific to the County. Accordingly, tasks related to configuration of CCS in relation to other applications have been delineated in the scope of this Solicitation and functionality further defined in Appendix A and Appendix B. The County is willing to make reasonable business process changes rather than expecting CCS to conform to every aspect of the current CCB and associated processes in order to achieve a functional requirement outlined in Appendix A and Appendix B, however, the County will not accept configurations that create the following conditions:

- The manner in which functionality is delivered fails to conform to any laws or legislative mandates, including implementing/administrative orders
- The manner in which functionality is delivered creates undue impact to operations (i.e. a significant increase in the number of steps required to complete a task)
- The manner in which functionality is delivered results in a loss of functionality currently available in CCB which supports a business operation

2.3 **Current Systems Landscape**

The following list describes the current environment where the CCB system resides, as well as other systems it tightly interfaces with, and the tools that are used to perform specific functionality. Versions listed reflect current information as of the advertisement date of this Solicitation and may change by the time of Contract award.

A. Oracle Utilities Applications: (Load-Balanced, Fail-Over)

- Customer Care and Billing (CCB) Version: 2.4.0.3. O/S: AIX 7.1. DB: Oracle 19c
- Mobile Workforce Management (MWM) Version 2.3.0.3. O/S: AIX 7.1. DB: Oracle 19c
- Process Integration Pack (PIP) Version 12c. O/S: AIX 7.1. DB: Oracle 19c
- Oracle Real-time Scheduler (ORS) Version: 2.3.0.3. O/S: AIX 7.1. DB: Oracle 19c
- Oracle Utilities Testing Accelerator (UTA) Version 6.0.0.2. O/S Red Hat Linux 7.8
- Web Logic version 10.3.6 for CC&B, version 12.2.0.1 for MWM and PIP
- Bills printed using Pitney Bowes' Code-1 Plus Version 03.07.00 and DOC1 Generate Version 6.5.0.102. O/S: AIX 7.1
- Batch scheduler: IBM Workload Scheduler (IWS) Version 9.3

B. Customer Engagement

- Self-Service Application (SSA): In-house solution consisting of a set of 36 custom CCB (XAI) web services, cases, change handlers, common Java routines (OUAF 4.2.0.3), a middle microservice rest layer (Springboot Java 11) and a UI layer (HTML, CSS and AngularJS).
- AVA chatbot: Conversational chatbot leverages IBM Watson cloud and interfaces to Self-Service application

- IVR: AVAYA WFO 15.2, Experience Portal Manager (EPM)

C. Analytics and Reporting

- Data Warehouse: Azure Synapse Analytics
- ETL tools: Azure Data Factory.
- Change Data Capture (CDC) Tool: Attunity CDC 6.0.0.129
- Reporting Tools:
 - Power BI
 - Cognos – currently being replaced by Power BI reports
 - Crystal Reports – used for Premise Location Certificate customization
 - SQR Reports – currently being replaced by Powe BI reports

D. Meter Reading Applications

- Manual/AMR: ITRON FCS Version 4.3.2 O/S: Windows 2016 S. DB: Oracle 19C
- AMI: Sensus FlexNet/SaaS RNI (Approximately 5,000 Miami Spring accounts)

E. Cashier Application

- System Innovators iNovah Version 2.60.253.1. O/S: Windows 2016 Standard. DB: Server: SQL Server 2016 – Clients: SQL 2014 Express

F. Other Applications CCB Integrations

- Experian ProWeb 7.25 for address validation
- GIS: Esri ArcGIS v10.4.1
- ERP: Oracle PeopleSoft 9.2 PUM 19 (soon to be upgraded to PUM 31)
- EAMS: Infor 11.4. Interface via MQ: IBM MQ V9.0.0.4
- External entities such as: ACI On-line Payment Processor, Wells Fargo and other County Departments.
- Bill/Letter extract batches generated file: .dat file format
- Custom Bill extract written in Cobol and custom Letter extract written in Java
- Rate Engine configured: Some rates are in the classic engine while others are in the new engine
- MRI/MRE file: text file format
- Lockbox Payment/Reversal files: text file format
- AMI Sensus RNI-CCB integration is currently a batch integration
- Integrations with ACI On-line Payment Processor must remain PCI-compliant (use of tokens)
- Data Warehouse requires access to CCB database to read tables. Change Data Capture component requires additional access to CCB database supplemental log file.

G. Tools Used with CCB

- Monitoring Tool: Idera Precise
- DevOps Tools:
 - IDE: Eclipse, Itellij
 - Central Repository (custom code): Azure Repositories – used for version control, rollbacks/rollfowards and Collaboration/Conflict resolution.
 - Automated Builds: Azure DevOps Build Pipelines
 - Automated deployments across environments: Azure DevOps Release Pipelines

H. CCB Environment

The following table lists the CCB environment as the time of advertisement of this Solicitation:

Type	Name	Integrated w/ MWM	Load Balanced
Production	CCBPROD	Yes	Yes

Staging	CCBSTGE	Yes	Yes
Test/Dev	CCBTRNG	Yes	No
Test/Dev	CCBINT	Yes	No
Test/Dev	CCBDEV1	Yes	No
Test/Dev	CCBTEST	No	No

2.4 **Scope of Services**

The selected Proposer shall provide the County with the services described in the following sections.

2.4.1 **Upgrade to CCS, Performance Tuning, Database Archiving, Optional Functional Upgrade and Enhancements**

The County anticipates that multiple project phases may be required in order to successfully complete the upgrade from CCB to CCS, which may include initial implementation of the upgrade and fine tuning. Tasks to be completed by the selected Proposer for the upgrade include, but are not limited to:

- Review Oracle order form document for CCS prior to County execution and provide feedback and recommendations on structure and content.
- Perform review of existing production systems (CCB, MWM, PIP, ORS), inclusive of architecture design, configurations, network and hardware infrastructure, and provide detailed recommendations to ensure compatibility with upgrade requirements, as well as to improve overall performance of such systems.
- Configure CCS environments on Oracle's Cloud, inclusive of development of integration points further described in Appendix B, as required to fully carry out business functions.
- Develop and produce documentation of all configurations
- Develop and produce application data flow diagram.
- Perform data conversion and migration from CCB 2.4 on-premise environment to CCS on the Cloud as indicated in section 2.4.1.1.
- Perform Fit/Gap analysis to determine existing customizations (Appendix A) that can be eliminated or replaced by leveraging base functionality offered in CCS or adjusting business processes as indicated in section 2.4.1.2. Provide results and recommendations for WASD's consideration and determination.
- Upon WASD's determination based on Fit/Gap analysis implement base functionality configuration/processes to replace customizations deemed replaceable.
- Convert/develop remaining Cobol, Java and other customizations that could not be eliminated but are still needed, to work within CCS environment.
- Modify the internet customer Self-service Application (SSA) web services, written in-house, as required by the upgrade to work within CCS environment.
- Evaluate possible elimination of Oracle Process Integration Pack for Oracle Utilities Field Work (FWPIP) which acts as bridge between CCB and Oracle's Mobile Workforce Management (MWM) application and Infor EAMS. Provide results and recommendation for WASD
- If deemed advantageous, develop direct integrations between CCS and MWM and between CCS and EAMS. Both integrations would support the custom functionality that is currently part of the FWPIP interfaces to MWM and EAMS respectively. Otherwise, develop integration between CCS and FWPIP.
- Configure Oracle Meter Data Management (MDM) to handle scalar and interval meter reading.
- Configure Oracle Smart Grid Gateway (SGG) for Miami Spring's meters (approximately 5,000 AMI endpoints – 10,000 channels), transitioning from scalar to interval reads for billing purposes.
- Configure CCS Cloud Object Storage as needed and develop and provide to the County a strategy to manage storage following best practices.
- Setup DevOps tools to work with CCS environment configuring pipelines, repositories, and other components to enable the County to use DevOps tools with Groovy in equivalent capacity to their current use of the tools.
- Convert XML Application Integration (XAI) services to Inbound Web Services.
- Implement test cases by developing scripts and configuring the Oracle Utilities Testing Accelerator (UTA) tool to be used during the different testing phases (unit, system, integration, performance, end-user, regression). WASD will provide currently used CCB test cases for review to assist in development of test cases.
- Configure migration tool to facilitate migration between environments, providing completely configured Configuration Migration Assistant (CMA).

- Develop migration plan that adheres to Oracle’s restrictions as described in their document titled “Utilities Cloud Global Business Unit Service Descriptions and Metrics”
- Configure security roles and implement management strategies.
- Implement database archiving by configuring Information Lifecycle Management (ILM) in accordance with WASD’s records retention policy, provided in Appendix C.
- Implement the following features at a minimum:
 - Customer 360 Portal
 - Case Portal
 - To do Management Portal
- Develop and provide a report and implementation plan that will include additional functional upgrades and enhancements which were not included in the initial implementation that are available to the County to enhance the specific business processes of WASD and result in efficiencies. The County anticipates this plan and report will be presented during virtual meetings with County staff for review and feedback prior to being finalized, incorporating the feedback.
- Perform task to make SSA web services compatible with the upgraded CCS version, including but not limited to:
 - Convert XAI webservices to use IWS
 - Refactor older webservices to the current framework
 - Migrate cases to the latest Framework
 - Convert Java code to Groovy
 - Modify webservices as required by data changes inclusive of usage for AMI accounts
- Perform tasks required for the data warehouse and the reports to work with CCS, including but not limited to:
 - Ensure that data warehouse is able to obtain updated data from CCS nearly real time.
 - Update Microsoft Azure Data Factory data flows as required by data changes between CCB and CCS
 - Update Azure Analysis Services model as required by data changes between CCB and CCS
 - Update existing Power BI reports as required by data changes between CCB and CCS
- Conduct evaluation of CCS performance and provide recommendations to the County for enhancements related to performance fine tuning of MWM, PIP (if not eliminated) and ORS systems to achieve optimal overall performance of each application and improve user experience, including an evaluation of the following factors:
 - System response time
 - Batch execution times
 - Queries execution times
 - Thread pool workers
 - Configuration of application server (WebLogic) JDBC connection pool

2.4.2 Data Conversion

The selected Proposer shall provide necessary data conversion and migration services to convert and transfer the County’s existing data into CCS. The size of the current database is approximately 1,984 GB. The Proposer shall be responsible for the accurate loading of the data into the CCS. Proposer shall ensure and provide verification that all data records were successfully converted. The County anticipates that the Proposer shall perform the mapping of the data in the extracted and transformed files to the structure of the CCS. Inclusive of this effort is identification of data scrubbing and resulting transformation tasks.

The selected Proposer shall be responsible for understanding the mapping of the data in the extracted and transformed files to the structure of CCS. County staff will consult to answer questions about the data within the files to be used for data load into CCS.

The selected Proposer shall develop and produce a crosswalk document mapping differences between CCB data model and CCS data model

2.4.3 Testing

The selected Proposer shall manage and participate in all project-related testing to be conducted.

- System testing
- Integration testing
- Stress/Performance testing
- User Acceptance Testing
- Regression testing

The County requires the selected Proposer to complete system testing prior to County User Acceptance Testing (“UAT”). The selected Proposer shall produce and provide documentation related to system testing for County verification, validation and approval prior to UAT. All test results by the selected Proposer shall be documented and shared with the County, both at individual test case and test summary levels.

The County expects assistance as necessary throughout the testing process from the selected Proposer in the form of advice, product information, and guidance in relation to the proposed upgrade in order to ensure that it is able to effectively and efficiently document and perform its required testing activities. It is the County’s intent for the selected Proposer to implement test cases by developing scripts in Oracle Utilities Testing Accelerator (UTA) tool and to correct all issues identified during the testing phase of the project, prior to Go-Live.

Testing will verify that all aspects of CCS are functioning appropriately per County requirements, including but not limited to:

- CCS online functions
- Batch jobs
- CCS interfaces
- Reports and Queries
- Self-Service application
- Data Warehouse

2.4.4 Training

The selected Proposer shall provide a plan to properly train County personnel (approximately 20 users) on a “Train the Trainer” approach. The selected Proposer will provide documentation including all audio/visual and other necessary materials, and knowledge transfer to County personnel. The County shall have the right to alter, modify, and distribute any documentation provided to the County by the selected Proposer as a deliverable under the resultant agreement. County personnel with the assistance of the selected Proposer will document business process changes that result from introducing new features and functionality and will guide end users accordingly.

2.4.5 Post Implementation Ongoing Support

The selected Proposer shall be responsible for providing technical support services to ensure optimal performance of CCS for a period of 3 months from the Go-Live date. The County is seeking technical support services available to authorized County staff in the form of unlimited email and live telephone support 24x7, with maximum required response time of 1 hour within business hours (8:00 a.m. to 5:00 p.m. EST, Monday to Friday) and 2 hours during non-business hours.

The selected Proposer shall have the ability to track all work requests, complaints, informative calls, and provide escalation options and procedures. The selected Proposer agrees that correction of defects during the upgrade implementation will be conducted at no additional charge to the County.

2.4.6 Documentation

The selected Proposer shall provide comprehensive documentation throughout the life of the contract. All documents referenced in Section 2.4 will be submitted to the County for review and approval. Documentation will be uploaded to a County-provided SharePoint site to share it with the County’s team. All documentation shall become the property of the County.

2.4.7 Collaboration Tools

The selected Proposer shall use Microsoft Teams to collaborate with the County’s team; unless otherwise directed by the County.

2.4.8 Change Management

The selected Proposer shall provide change management to assist with organizational transformation, change management and business process re-engineering. An effective implementation shall incorporate an organizational change management effort to address the various changes taking place with not only the technology, but also the business process and the people-focused changes. The scope and magnitude of the upgrade to CCS mandates that change management must incorporate a mutually accessible mechanism to document and track all changes to the project, scope and their resulting outcome. The selected Proposer shall be required to create and maintain a change management plan for the duration of the upgrade.

2.5 Project Roles

The County expects the resources provided by the selected Proposer to have appropriate experience in a utility environment for the anticipated roles. The following role descriptions are a general guide of anticipated positions and should not be considered an exhaustive list. There could be more than one for each role, specializing in different areas of the CCS/MWM/PIP/ORS suite of products.

Functional Architect:

- Participate in full cycle of project implementation activities, such as business requirements gathering, solution design development, configuration & customization, system documentation, functional testing & cutover.
- Gather, analyze and document requirements.
- Translate requirements into functional design of working solutions.
- Provide recommended options, alternatives, and workarounds to resolve issues.
- Review current configuration of CCB and MWM batch jobs, recommend, test, and implement optimizations.
- Guide, verify, document and when applicable, perform application configuration changes
- Possesses industry-wide understanding of technology, tools, methodologies & guidelines to develop solutions in critical situations.
- Champion efficient and optimal solutions that make use of OUF best practices.
- Develop and run queries using SQL and other methods.
- Manage troubleshooting, fact-finding, analysis and development-related activities.
- Design and execute testing processes.
- Triage defect lists and properly assigns tasks.
- Provide functional training as required.
- Provide post-implementation support.

Technical Architect:

- Provide technology architectural assessments and strategies
- Develop technical design documents to implement functional designs.
- Recommend and validate technical solution options to improve performance, fine-tune thread pool workers, middleware configuration and server configuration.
- Analyze application queries runtimes and recommend measures to improve database performance.
- Produce detailed technical documents to match the functional requirements.
- Develop detailed specifications including; logical and physical diagrams or blueprints.
- Review and recommend improvements to existing PIP environment.
- Develop test strategies inclusive of test scripts in UTA tool.
- Lead performance/stress test process.
- Possesses expert-level knowledge of Oracle Utility Application Framework and Oracle WebLogic server configuration.
- Possesses expert-level knowledge of ORS.
- Experience working with Oracle Application Integration Architecture (AIA) and Oracle SOA.
- Possesses strong Unix skills and experience with AIX operating systems.
- Create service requests with vendors to assist with troubleshooting their applications.
- Perform knowledge transfer.
- Lead and coordinate with developers to accomplish activities.

Developer:

- Manage design and development of software specification, code implementation, and unit/system testing.
- Convert Cobol customizations to Groovy
- Convert Java customizations to Groovy.
- Develop scripts to transform data, if applicable.
- Develop business objects and other components as defined in specifications.

Project Manager:

- Manage all activities required to successfully implement the solution within approved scope, schedule, and budget.
- Manage Oracle SR's and be responsible for coordination and leading collaboration with Oracle.
- Create and maintain project work plans, schedule and budget (changes must be reviewed and approved by MDC).
- Reviews deliverables prepared by team before passing to project sponsors.
- Identifies and minimizes exposure and risk on project.
- Ensures project documents are complete, current, and stored appropriately.
- Provides weekly status reports that track milestones, schedule and issues.

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- Facilitates weekly status meetings to provide updates and share information.
 - Keep project team well informed of changes within the organization and general corporate news.
 - Implement and manage issue resolution process quickly and efficiently.
 - Possesses general understanding of the applications, database and system design.
 - Identifies opportunities for improvement and makes constructive suggestions for change.
 - Keeps track of lessons learned and shares those lessons with team members.

2.6 Project Timeline

The County desires an expedited implementation due to current version of CCB being at end of life. Accordingly, proposers shall be mindful of this desire in responding to the Proposer Information Section.

2.7 County Responsibilities

The County will provide the selected Proposer with cooperation, including providing relevant documents and content as requested by the selected Proposer. Additionally, the County will provide project oversight and team resources including Executive Sponsor, Program Manager, Project Manager, Stakeholder Workgroup, Subject Matter Experts and Technical Leads as further described below.

Executive Sponsor:

The Executive Sponsor shall provide direction and oversight. WASD's Chief Financial Officer is designated as the final decision maker.

Stakeholder Workgroup:

The Stakeholder Workgroup shall provide direction and advice. Team comprised of stakeholders and Subject Matter Experts from the different areas of WASD that use CCB who shall provide direction and make decisions that will result in desired project outcome for all areas involved.

Subject Matter Experts:

Subject Matter Experts shall ensure the facts and details are correct so that the project's/program's deliverable(s) will meet the needs of the stakeholders, legislation, policies, standards, and best practices, accurately representing their business units' needs to the project team.

Program Manager:

The Program Manager shall integrate efforts, continuously assess and refine approaches and plans, and ensure good communication within County. The Program Manager shall act as the implementation arm of the Executive Sponsor and Stakeholder Workgroup.

Project Manager:

The Project Manager shall work closely with selected Proposer Project Manager facilitate access to County resources, review and approve invoices and manage County technical team,

Technical Leads:

Technical Leads shall ensure technical aspects of implementation are in accordance with the technical and security standards of the County, as well as facilitating interfaces testing, participating in troubleshooting and performance testing, coordinating efforts with technical staff of different areas and overseeing technical implementation details.

2.8 Sustainable Practices

The County is committed to responsible stewardship of resources and to demonstrating leadership in sustainable business practices. Accordingly, the County has adopted sustainability policies which are incorporated into this Solicitation. The County will continue to explore and pursue sustainable procurement, development and business practices that: (a) reduce greenhouse gases; (b) foster and integrate supplier small business opportunities; (c) support safe and fair labor practices and ethical behavior throughout the supply chain, and (d) maximize fiscally responsible "high value, high impact" actions.

2.9 Optional Services

The County, at its sole discretion, may request additional optional services to be performed after implementation of CCS, such as implementation of minor software updates, service packs or other functionalities not previously implemented. Such services are considered optional services and are not included in the Scope of Services. As such, information and pricing provided for such optional services will **NOT BE SCORED** as part of the evaluation process but may be considered at the sole discretion of the County in the future resultant contract.