



Financial, Customer Information System and Business Intelligence Vendor Evaluation

September 26, 2006

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Deloitte.

Discussion Topics

During the meeting today we will discuss the following topics:

- ▶ Meeting Objective
- ▶ Status Update – Milestone Chart
- ▶ Operational Systems Evaluation
- ▶ Financial Systems Evaluation
- ▶ Operational and Financial Systems Alternatives
- ▶ Business Intelligence Systems Evaluation
- ▶ Next Steps

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Meeting Objective

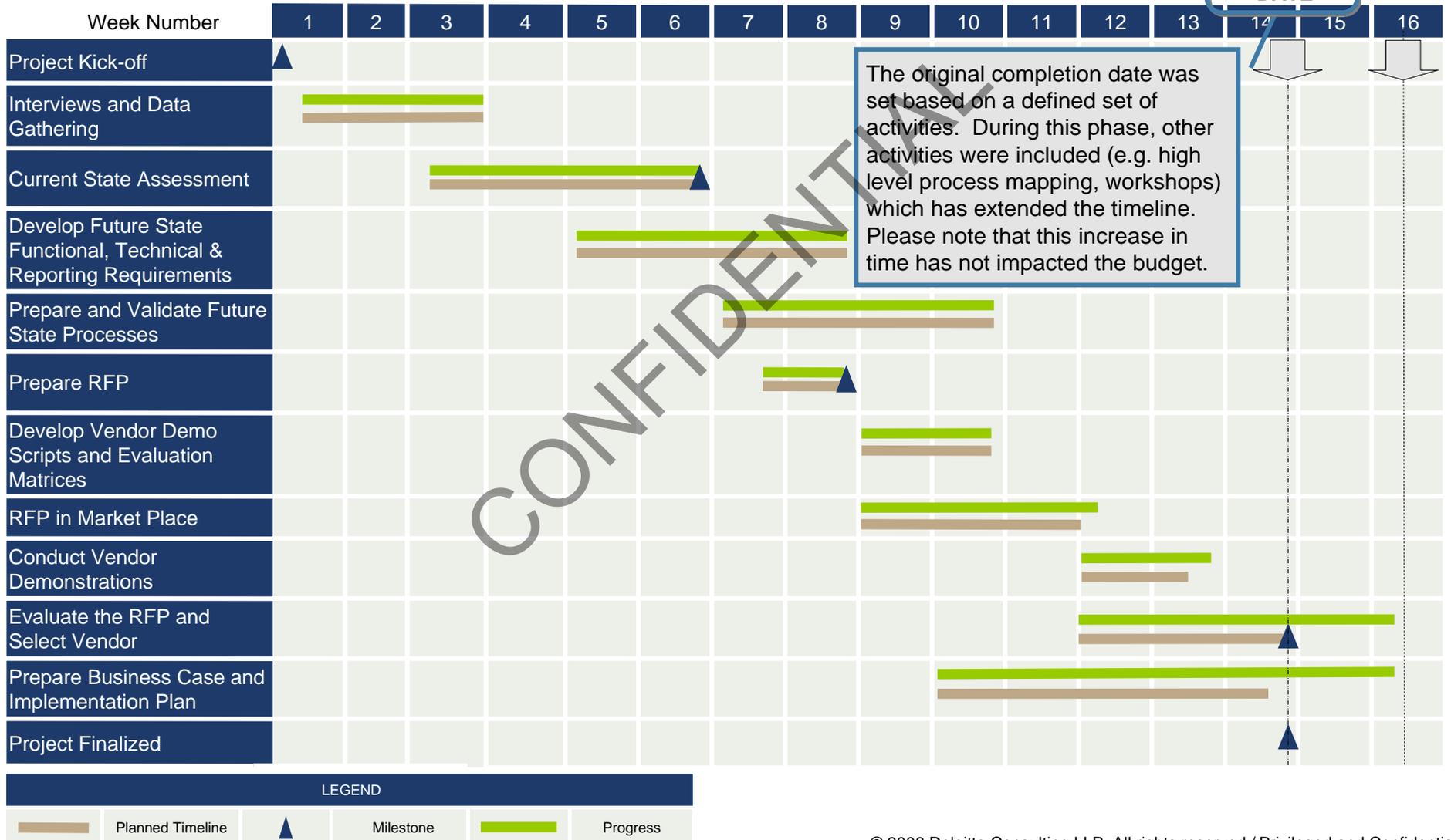
Shortly after today's meeting Utilities, Inc. should be able to make a decision around which solutions should be purchased and implemented, subject to the need for site visits and/or reference checks. In order to keep the project moving forward, it is expected that a decision will be made in the very near future. To assist Utilities, Inc. with their decision the goal of today's meeting is to provide the necessary analysis that has been undertaken during our evaluation of the following information:

- ▶ Responses to the RFP, including:
 - Functional requirements
 - Technical requirements
 - Vendor questionnaire
 - Pricing matrix
- ▶ Vendor Demonstration
- ▶ Further information as provided by the vendors

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Status Update - Milestone Chart

We have exceeded our originally planned completion date due to an increase in the activities performed (e.g. high level process maps, workshops). Please note though that this has not impacted the budget.



Operational Systems Evaluation: Summary

Based on our analysis, SPL and Hansen appear to be the best fit for Utilities, Inc. with enQuesta and Cogsdale a distant 3rd and 4th. Discussion with the Utilities, Inc. demonstration evaluation team overwhelmingly identified SPL as their preferred choice. The differentiating factor for SPL was its ease of use and the ability to successfully demonstrate the majority of the demonstration scripts.

		Product Eval. Criteria	SPL	Hansen	enQuesta	Cogsdale
RFP	Functional - RFP					
	Technical					
	Vendor Overview					
	Cost ¹					
Demo	Functional - Demonstration					
Overall						

● Highest Rating ○ Lowest Rating

¹ Excludes customization costs

Operational Systems Evaluation: Functional – RFP

The functional evaluation considers the vendors' response to the RFP as well as their ability to execute the scenarios in the vendor demonstration. Based on our evaluation of the RFP responses, all vendors met the majority of Utilities, Inc.'s functional requirements. As such all four were selected for demonstrations.

	SPL		Hansen		enQuesta		Cogsdale	
	RFP	Demo	RFP	Demo	RFP	Demo	RFP	Demo
Customer Service	9.6	9.2	9.9	8.7	9.3	8.2	9.9	7.9
Service Orders	9.6	9.4	9.9	9.1	9.3	7.1	9.9	5.2
Billing	9.0	9.7	9.9	8.7	8.1	7.0	9.0	8.3
Meter Reading	9.3	8.5	10.0	8.2	7.8	7.4	9.8	7.3
Compliance	8.4	7.7	8.3	7.3	6.7	n/a	8.7	n/a
Operations	9.9	7.6	9.1	7.8	9.9	7.6	n/a	n/a
Composite	55.8	52.2	57.1	49.8	51.1	37.4	47.3	27.8

SPL and enQuesta would utilize Lawson's recently acquired Enterprise Asset Management (EAM) module to meet the Operations requirements if Lawson was chosen. The scores reflect Lawson's EAM module. In the event that Lawson was not selected a 3rd party system would be required.

Scoring Explanation	
RFP	<ul style="list-style-type: none"> Represents the un-weighted score given to each requirement from the RFP responses Measures the solution's ability to meet Utilities, Inc.'s functional requirements Range is from 0 -10 based on the level of customization (if the requirement was met "Out of the box" it received a 10 and if it "cannot perform" the requirement it received a 0)
Demo	<ul style="list-style-type: none"> Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants Measures the solution's ability to demonstrate the functionality described in the scripts Range is from 0 – 10 based on the ability to perform against the script (if the solution "meets all requirements" it received a 10 and if it "does not meet requirements" it received a 0)

Operational Systems Evaluation: Functional - Demonstration

Hansen’s and SPL’s demonstrations distinguished them as viable options; however, SPL was the best functional fit. The differentiating factor was its ability to provide the flexibility Utilities, Inc. requires to operate 89 companies in 17 states. enQuesta and Cogsdale have been eliminated from further evaluation because of the limitations identified during the demonstrations.

	SPL		Hansen		enQuesta		Cogsdale	
	RFP	Demo	RFP	Demo	Req.	Demo	RFP	Demo
Customer Service	9.6	9.2	9.9	8.7	9.3	8.2	9.9	7.0
Service Orders	9.6	9.4	9.9	9.1	9.3	7.1	9.9	5.2
Billing	9.0	9.7	9.9	8.7	8.1	7.0	9.0	8.3
Meter Reading	9.3	8.5	10.0	8.2	7.8	7.4	9.8	7.3
Compliance	8.4	7.7	8.3	7.3	6.7	n/a	8.7	n/a
Operations	9.9 ¹	7.6 ¹	9.1	7.8	9.9 ¹	7.6 ¹	n/a	n/a
Composite	55.8	52.2	57.1	49.8	51.1	37.4	47.3	27.8

Although Cogsdale and enQuesta replied that they had a compliance solution, neither could demonstrate the functionality Utilities, Inc. requires.

Scoring Explanation

RFP

- ▶ Represents the un-weighted score given to each requirement from the vendor RFP responses
- ▶ Measures the solution’s ability to meet Utilities, Inc.’s functional requirements
- ▶ Range is from 0 -10 based on the level of customization (if the requirement was met “Out of the box” it received a 10 and if it “cannot perform” the requirement it received a 0)

Demo

- ▶ Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants
- ▶ Measures the solution’s ability to demonstrate the functionality described in the scripts
- ▶ Range is from 0 – 10 based on the ability to perform against the script (if the solution “meets all requirements” it received a 10 and if it “does not meet requirements” it received a 0)

¹ enQuesta and SPL would utilize Lawson’s EAM module to meet the Operations requirements if Lawson was selected. These are the scores for Lawson’s EAM module. In the event that Lawson is not selected a 3rd party system would be required.

Operational Systems Evaluation: Hardware and OS Software

	Utilities	SPL	Hansen	enQuesta	Cogsdale
Operating System	AIX 5.2.3	Windows, Unix, Linux, AIX	Windows only	AIX only	Windows only
Database	UniVerse 10.2, SQL Server 2000 Desktop Ed., Filemaker	Oracle (required for EAM), DB2, SQL	Oracle, SQL	Oracle	Oracle
		\$160,000 (Oracle) ¹ \$100,000 (DB2,SQL) ²	\$160,000 (Oracle) ¹ \$100,000 (SQL) ²	\$160,000	\$100,000
Server Hardware for Production	2x IBM RS/6000 5GB RAM 180GB HD	1x IBM RS/6000 – E,A 2x IBM p5 550Q – A 2x IBM p5 550 – D 1x IBM xSeries 346 – A 1x IBM x3560 – W 1x External Storage	1x IBM RS/6000 – E,D 2x Dell Power Edge 1800 – A 1x Dell Power Edge 2850 – W	1x IBM RS/6000 – E,A,D 1x Dell Power Edge 2850 – W 1x VPN Client	2x Dell Power Edge 6850 – A, D 1x Dell Power Edge 2850 – W
		\$214,460	\$87,500	\$16,350	\$107,500
Server Hardware for Dev. and Test (D&T)	n/a	1x Dell Power Edge 1800	1x Dell Power Edge 1800	IBM 9133 55A	1x Dell Power Edge 1800
		\$40,000	\$40,000	\$27,800	\$40,000
Additional Software	n/a	Oracle Application Server, Oracle Forms, Oracle Internet Developer Suite (D&T), COBOL Compiler Licenses (D&T)	WIN2003 Server Dynamic Portal8	enQuesta Web Connect (portal) enQuesta Developer Licenses (D&T), enQuesta Runtime & Runtime for Web Connect (D&T)	WIN2003 Server Citrix Configuration Tool
		\$94,100	\$68,755	\$199,132	\$25,000
Total Cost ³	n/a	\$448,560 - \$508,560	\$296,255 - \$356,255	\$403,282	\$272,500

With the exception of Cogsdale, existing Utilities, Inc. hardware can be deployed for all three solutions.

1 Oracle pricing is based on a per processor pricing model: \$40,000/processor. Maintenance fees (\$105,600 for 3 years) are included in overall maintenance costs on slide 14
 2 Since SQL and DB2 per processor and maintenance costs are almost identical, the following pricing model was used: \$25,000/processor. Maintenance included on slide 14
 3 Excludes cost of vendor's primary software package and related modules
 4 Server can be deployed to solution if Oracle database is utilized.

Hardware Key: E – Existing Utilities, Inc. server; A – Application server; D – Database server; W – Web server

Operational Systems Evaluation: Technical Requirements

Based on our analysis, SPL and Hansen solutions meet most of the Utilities, Inc.'s technical requirements.

	SPL	Hansen	enQuesta	Cogsdale
Architecture	●	●	●	●
Modularity	◐	●	●	◐
Interfaces	◐	◐	◐	◐
Programming Language	◐	●	◐	●
Database	●	●	◐	◐
Connectivity	●	●	◐	●
Network	●	●	●	●
Web Technology	●	●	◐	●
Thin Desktop Client	◐	●	○	○
Availability	●	●	●	●
Scalability	●	●	◐	●
Fault Tolerance	◐	●	◐	●
Archiving	●	◐	◐	○
Data Backup	●	3rd Party	●	●

● Meets All Requirements ○ Does Not Meet Requirements

Operational Systems Evaluation: Technical Requirements (continued)

	SPL	Hansen	enQuesta	Cogsdale
Disaster Recovery	3 rd Party	3 rd Party	3 rd Party	3 rd Party
Batch Scheduling	●	●	●	○
Searching	●	●	●	◐
Document Management Capabilities	●	●	3 rd Party	3 rd Party
User Authentication	◐	●	●	●
Security	●	●	●	●
Audit Trail	●	●	●	●
Execution	●	●	●	●
Data Migration	●	◐	◐	●
User Interface	●	●	◐	◐
Standard Reports	3 rd Party (Crystal/Business Objects)	3 rd Party (Crystal)	3 rd Party (Cognos ReportNet)	3 rd Party (Crystal)
Interface with Meter Reading Devices ¹	●	●	●	●
User Documentation	●	●	◐	◐
User Support	●	●	●	●

● Meets All Requirements ○ Does Not Meet Requirements

¹ Vendor interfaces with the following meter reading devices: CMT (Corvallis Microtechnology), MC5 Series, TouchRead Interrogator 3001 and 3003-HP

Operational Systems Evaluation: Technical Requirements Details

The gaps in the technical requirements for SPL and Hansen are detailed below. For SPL it is important to note that components of the product require installation of client-side software. Although Hansen does not require any client-side installs, it does not natively offer tools for data conversion and migration.

SPL	
Modularity	Not possible to add or exchange modules with different release levels.
Programming Language	Parts of the application are written in COBOL.
Thin Desktop Client	Product requires installation of client-side software.
Fault Tolerance	Does not support hub-and-spoke architecture; application fail-over does not occur automatically.
User Authentication	CCB product does not natively support user-authentication standards.
Hansen	
Interfaces	Does not have standard "pre-built" interfaces for applications other than the following: THE, Oracle, Peoplesoft, Gasboy, Public-Sector, SAP, Pentamation, SFG Financials, ESRI, Intergraph, Lawson.
Archiving	Does not include built-in archiving and purging capability.
Data Migration	Does not provide conversion tools.

Operational Systems Evaluation: Vendor Overview

In addition to evaluating the vendor's solution we assessed the vendor's viability based on their customer base and history in the market. Both SPL and Hansen are large organizations with an established product and experience serving the water utility market.

Name	SPL WorldGroup, Inc.	Hansen Information Technologies	Systems & Software, Inc (enQuesta)	Cogsdale Corporation
Location	San Francisco, CA	Rancho Cordova, CA	Colchester, VT	Prince Edwards, Canada
Number of Employees	881	232	110	49
Product Maturity	12 years	20 years	33 years	10 years
Customer Metrics	<ul style="list-style-type: none"> ▶ 193 customers ▶ 123 privately owned customers ▶ Largest is Pacific Gas & Electric (3.8 M customers) 	<ul style="list-style-type: none"> ▶ 515 customers ▶ 290 water / waste water customers ▶ 0 privately owned customers in the US 	<ul style="list-style-type: none"> ▶ 34 customers ▶ 92% in the water industry ▶ 20% are privately owned ▶ Largest is Semco (385K customers) 	<ul style="list-style-type: none"> ▶ 151 customers ▶ 65 are privately owned ▶ Largest is Genesee County Drain Comm. (93K customers)

SPL has more experience with private companies. All of Hansen's customers are government organizations, which do not require the same level of flexibility as Utilities, Inc.

Operational Systems Evaluation: Cost

Our cost analysis is based on the one-time cost of hardware and software and the first three years of maintenance. The costs are based on quoted rates, which are negotiable. It appears that price is likely to be a differentiator between SPL and Hansen.

		SPL	Hansen	en Cresta	Cogsdale
One-time Costs	Hardware ²	\$508K	\$356K	\$403K	\$272K
	Software ¹	\$775K ³	\$1.7M	\$620K	\$1.4M ⁴
	Total Hardware and Software	\$1.3M	\$2.05M	\$1.02M	\$1.67M
	Maintenance (3 years)	\$462K	\$1.15M	\$883K	\$1.25M
	Total Cost (3 years)	\$1.8M	\$3.2M	\$1.9M	\$2.9M
	RFP Provided Customization Costs⁵	\$340K	\$188K		

Hansen's pricing is based on the number of accounts. The price quoted above is for 100,000 to 200,000 accounts. The next range is from 200,000 to 500,000 accounts and the price would increase by \$1.05M to \$2.75M. A discount of 50% may apply to this fee.

1 Pricing assumptions: 400 Field Technicians; 200,000 accounts; 100 CIS Users

2 If hardware pricing range exists, then the higher end of the range was chosen.

3 SPL's offers a Business intelligence tool, which costs \$60 K. The cost is not included.

4 Includes Microsoft licenses that are also used for Great Plains. Licenses cost \$590 K. If both Cogsdale and Great Plains are selected, these costs would only have to be incurred once.

5 These will require further investigation during Scoping & Planning

Operational Systems Evaluation: Additional Tools

In addition to the other modules, several of the CIS vendors offer tools that could be useful to Utilities, Inc., but are not included within the scope of this project. SPL and Hansen further differentiate themselves by offering both document management¹ and mobile workforce tools. The costs of these modules is not included in the previous page.

	SPL	Hansen	Inquesta	Cogsdale
Document Management ¹	Yes	Yes	Yes	No
Mobile Workforce	Yes ²	Yes ³	No	In development

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1 Document Management is limited to the ability to attach documents to records within the system.

2 Cost of mobile workforce module is \$493K based on 50 dispatchers and 350 technicians. There are additional optional mobile workforce modules that perform scheduling, radio frequency location, and automated vehicle locator functionality. The total cost of these modules is \$510K.

3 Cost of mobile workforce module is \$200K based on 400 mobile workforce users.

Financial Systems Evaluation: Summary

All four vendors are experienced in serving the mid-sized market and can meet the majority of Utilities, Inc.'s functional requirements without significant gaps. Lawson and JD Edwards appear to be the best fit for Utilities, Inc. Lawson received the highest demonstration scores, but JD Edwards was preferred by the Finance and HR/Payroll staff. Additionally, Lawson is the only vendor that provides an Enterprise Asset Management (EAM) solution that would be required if SPL was selected. However it should be noted that Lawson have only recently acquired their EAM and it has been integrated with Lawson Financials only once. A third party EAM solution may need to be evaluated separately.

		Product Eval. Criteria	Lawson ¹	JD Edwards ²	Agresso ³	Great Plains
RFP	Functional - RFP					
	Technical					
	Vendor Overview					
	Cost ⁴					
Demo	Functional - Demonstration					
Overall						

● Highest Rating ○ Lowest Rating

1 Does not include Lawson's Enterprise Asset Management module.

2 Oracle JD Edwards Enterprise 1

3 Agresso is also referred to as Hansen Financials. Agresso only integrates with Hansen CIS.

4 Excludes customization costs

Financial Systems Evaluation: Functional - RFP

The functional evaluation considers the vendors' response to the RFP as well as their ability to execute the scenarios in the vendor demonstration. All vendors were selected for demonstrations because their RFP responses indicated that they met most of Utilities, Inc.'s functional requirements.

Payroll was evaluated, however no discussion has been held in relation to insourcing this function as this is out of scope.

	Lawson		JD Edwards		Agresso		Great Plains	
	RFP	Demo	RFP	Demo	RFP	Demo	RFP	Demo
General Ledger	9.5	8.9	9.9	9.1	10.0	7.1	9.6	7.1
Budgeting	9.9	8.8	9.0	8.3	10.0	7.5	9.9	7.5
Requisitioning	9.9	9.2	9.7	8.5	10.0	7.1	9.9	7.1
Accounts Payable	9.9	8.8	9.7	7.5	10.0	7.3	9.7	7.3
Fixed Assets	10.0	9.1	9.7	8.2	7.7	7.6	9.5	7.6
Repairs and Main.	9.1	8.1	9.9	6.6	7.2	8.8	8.0	7.8
Capital Projects	9.4	8.5	8.8	8.9	9.9	7.7	7.9	7.7
Accounts Receivable	6.8	9.9 ¹	8.1	6.7	10.0	8.6	10.0	8.3
HR and Payroll	9.9	9.2	9.8	9.1	10.0	8.5	9.8	8.5
Composite	84.4	80.5¹	84.6	74.9	84.8	70.2	84.3	68.9

Scoring Explanation	
RFP	<ul style="list-style-type: none"> Represents the un-weighted score given to each requirement from the vendor RFP responses Measures the solution's ability to meet Utilities, Inc.'s functional requirements Range is from 0 -10 based on the level of customization (if the requirement was met "Out of the box" it received a 10 and if it "cannot perform" the requirement it received a 0)
Demo	<ul style="list-style-type: none"> Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants Measures the solution's ability to demonstrate the functionality described in the scripts Range is from 0 – 10 based on the ability to perform the script (if the solution "meets all requirements" it received a 10 and if it "does not meet requirements" it received a 0)

¹ Lawson did not demonstrate their AR module. If selected with SPL, they would use SPL's AR module. This is the demo score for SPL's AR module.

Financial Systems Evaluation: Functional - Demo

Lawson and JD Edwards distinguished themselves as the most user friendly package, as well as the best functional fit. Agresso and Great Plains have been eliminated from the evaluation because their demonstrations indicated that they would not be the best functional fit for Utilities Inc.

	Lawson		JD Edwards		Agresso		Great Plains	
	RFP	Demo	RFP	Demo	Req.	Demo	RFP	Demo
General Ledger	9.5	8.9	9.9	9.1	10.0	7.1	9.5	7.1
Budgeting	9.9	8.8	9.0	8.3	10.0	7.5	9.9	7.5
Requisitioning	9.9	9.2	9.7	8.5	10.0	7.1	9.9	7.1
Accounts Payable	9.9	8.8	9.7	8.5	10.0	7.3	9.7	7.3
Fixed Assets	10.0	9.1	9.7	9.2	7.7	7.6	9.5	7.6
Repairs & Maint.	9.1	8.1	9.9	6.6	7.2	8.8	8.0	7.8
Capital Projects	9.4	8.5	8.8	8.9	9.9	7.7	7.9	7.7
Accounts Receivable	6.8	9.9 ¹	8.1	6.7 ²	10.0	8.6	10.0	8.3
HR and Payroll	9.9	9.2	9.8	9.1	10.0	8.5	9.8	8.5
Composite	84.4	80.5 ¹	84.6	74.9	84.8	70.2	84.3	68.9

Scoring Explanation
<p>RFP</p> <ul style="list-style-type: none"> Represents the un-weighted score give to each requirement from the vendor RFP responses Measures the solutions ability to meet Utilities, Inc.'s functional requirements Range is from 0 -10 based on the level of customization (if the requirement was met "Out of the box" it received a 10 and if it "cannot perform" the requirement it received a 0)
<p>Demo</p> <ul style="list-style-type: none"> Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants Measures the solutions ability to demonstrate the functionality described in the scripts Range is from 0 – 10 based on the ability to perform against the script (if the solution "meets all requirements" it received a 10 and if it "does not meet requirements" it received a 0)

1 Lawson did not demonstrate their AR module. If selected with SPL, they would use SPL's AR module. This is the demo score for SPL's AR module.

2 If SPL was selected, JD Edwards could use SPL's AR module, which would increase this score to 9.9 and the total score to 78.1.

Financial Systems Evaluation: Hardware and OS Software

	Utilities	Lawson	JD Edwards	Agresso	Great Plains
Operating System	AIX 5.2.3	Windows, Unix, AIX	Windows, Unix, AIX	Windows Only	Windows only
Database	UniVerse 10.2, SQL Server 2000 Desktop Ed., Filemaker	Oracle, DB2, SQL	Oracle, DB2, SQL	Oracle, SQL	SQL only
		Included in operational systems cost	\$0 (DB2 or Oracle) ⁸	Included in operational systems cost	Included in operational systems cost
Server Hardware for Production	2x IBM RS/6000 5GB RAM 180GB HD	1x IBM RS/6000 – E,A 1x – Dell Power Edge 2850 – W 1x – IBM p5 550 – D	1x IBM RS/6000 – E,A 1x IBM p5 550 – D 2x IBM x3560 – W,DP	1x IBM RS/6000 – E,D 1x Dell Power Edge – 1800 A	2x Dell Power Edge 6850 – A, D
		\$38,100	\$46,520	\$40,000	\$100,000
Server Hardware for Dev. and Test (D&T)	n/a	Included in operational systems cost	IBM System x3550 ³	Included in operational systems cost	Included in operational systems cost
		\$0	\$3,904	\$0	\$0
Additional Software	n/a	None ²	None	None ⁶	None ⁷
		\$0	\$0	\$0	\$0
Total Cost ¹	n/a	\$38,100	\$46,520	\$40,000	\$100,000

With the exception of Great Plains, existing Utilities, Inc. Hardware can be deployed for all three solutions.

1 Excludes cost of vendor's primary software package and related modules

2 None. Cost of COBOL Licenses already included in SPL hardware cost.

3 Web generator server. Additional hardware costs (\$40,000) not added, as the cost was already included in the Dev. & Test hardware for operational systems.

5 SQL pricing is based on a per processor pricing model: \$25,000/processor. Maintenance costs included in overall maintenance fees.

6 Cost of Win2003 Server and Dynamic Portal (\$68,755) already included in operational systems cost (Hansen)

7 Cost of WIN2003 Server and Citrix Configuration Tool (\$25,000) already included in operational systems cost (Cogsdale)

8 Cost is \$0 as the DB is included in the vendor's solution

Hardware Key: E – Existing Utilities Inc. server; A – Application server; D – Database server; W – Web server / Portal Server; DP – Deployment Server

Financial Systems Evaluation: Technical Requirements

Based on our analysis, the Lawson solutions meets most of the Utilities, Inc.'s technical requirements and the JD Edwards solutions meets all of them.

	Lawson	JD Edwards	Agresso	Great Plains
Architecture	●	●	●	●
Modularity	●	●	●	◐
Interfaces	◐	● ¹	◐	◐
Programming Language	◐	●	●	●
Database	●	●	●	◐
Connectivity	●	●	●	●
Network	●	●	●	●
Web Technology	●	●	●	◐
Thin Desktop Client	●	●	●	○
Availability	●	●	●	●
Scalability	●	●	●	●
Fault Tolerance	◐	●	●	●
Archiving	●	●	◐	○
Data Backup	●	3 rd Party	3 rd Party	●

1 JDE contains over 70 pre-built interfaces and exposes all of its business components as web services for integration purposes

Financial Systems Evaluation: Technical Requirements (continued)

	Lawson	JD Edwards	Agresso	Great Plains
Disaster Recovery	3 rd Party	3 rd Party	3 rd Party	3 rd Party
Batch Scheduling	●	●	●	○
Searching	●	●	●	◐
Document Management	3 rd Party	●	●	3 rd Party
User Authentication	●	●	●	●
Security	●	●	●	●
Audit Trail	●	●	●	●
Execution	●	●	●	●
Data Migration	●	●	◐	●
User Interface	●	●	●	◐
Standard Reports	● ²	● ³	3 rd Party	3 rd Party
Interface with Meter Reading Devices ¹	○	●	●	●
User Documentation	●	●	●	◐
User Support	●	●	●	●

● Meets All Requirements ○ Does Not Meet Requirements

1 Vendor interfaces with the following meter reading devices: CMT (Corvallis Microtechnology), MC5 Series, TouchRead Interrogator 3001 and 3003-HP

2 In addition to native reporting capabilities, Lawson also recommends using its own Lawson Business Intelligence software

3 In addition to native reporting capabilities, JDE also interfaces with 3rd party Crystal Reports.

Financial Systems Evaluation: Technical Requirements Details

Although the Lawson solution comes with an application integration tool, it does not provide pre-built interfaces like JD Edwards does. No gaps were identified for JD Edwards.

Lawson	
Interfaces	Does not come with standard “pre-built” interfaces.
Programming Language	Parts of the application are writing in a proprietary language – a modified form of COBOL called 4GL.
Fault Tolerance	Does not support hub-and-spoke architecture.
Peripherals	No integration with 3rd party peripherals.

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Financial Systems Evaluation: Vendor Overview

In addition to evaluating the vendor's solution we assessed the vendor's viability based on their customer base and history in the market for the remaining vendors. Both Lawson and JD Edwards have significant market presence, as well as experience delivering to private water utilities.

Name	Lawson Software	Oracle (JD Edwards Enterprise 1)	Unit4Agresso (Agresso)	Microsoft Dynamics (Great Plains)
Location	St. Paul, Minnesota	Redwood Shores, CA	Victoria, BC	Redmond, WA
Number of Employees	3,539	50,000	2,160	1,200
Product Maturity	30 years	28 years	25 years	23 years
Customer Metrics	<ul style="list-style-type: none"> ▸ Approximately 4,000 customers ▸ Including AquaAmerica 	<ul style="list-style-type: none"> ▸ Nearly 7,000 customers ▸ Including American Water 	<ul style="list-style-type: none"> ▸ Over 2,400 customers (mostly in Europe) 	<ul style="list-style-type: none"> ▸ 40,000 customers

Financial Systems Evaluation: Cost

Our cost analysis is based on the one-time cost of hardware and software and the first three years of maintenance. The costs are based on quoted rates, which are negotiable. The Lawson EAM solution also provides operational functionality for compliance. JD Edwards is significantly less expensive; however a third party package would be required in order to perform the compliance function. The initial cost for a third party solution is between \$100K - \$200K.

		Lawson ³	Lawson with EAM ³	JD Edwards	Agresso	Great Plains
One-time Costs	Hardware ²	\$38K	\$38K	\$46K	\$50K	\$100K
	Software ¹	\$575K ⁴	\$1.0M ⁴	\$240K	\$600K	\$690K ⁵
	Total Hardware and Software	\$613K	\$1.0M	\$286K	\$650K	\$790K
Maintenance (3 years)		\$350K	\$600K	\$108K	\$428K	\$520K
Total Cost (3 years)		\$950K	\$1.6M	\$394K	\$1.1M	\$1.3M
RFP Provided Customization Costs⁶		\$25K	\$25K	Nil		

1 Pricing assumptions: 500 employees; 50 General Ledger and Accounts Payable users; 100 Budgeting Users; 100 Capital Projects Users; 100 Procurement Users; 400 Field Technicians (applicable only to Lawson EAM)

2 If hardware pricing range exists, then the higher end of the range was chosen.

3 Lawson has proposed two different pricing models depending on the CIS vendor. Lawson with EAM is for vendors other than Hansen because Hansen provides its own repairs and maintenance module.

4 Lawson has a BI tool which the software costs are \$140K for unlimited users. This price is not included above.

5 Includes Microsoft licenses that are also used for Cogsdale. Licenses cost \$590 K and would only need to be purchased once.

6 These will require further investigation during Scoping & Planning

Financial Systems Evaluation: Additional Tools

In addition to the other modules, several of the Finance vendors offer tools that could be useful to Utilities, Inc., but are not included within the scope of this project. JD Edwards and Agresso are able to provide both a document management system and the ability to attach documents to records. Lawson and Great Plains could integrate with a third party document management system.

	Lawson	JD Edwards	Agresso	Great Plains
Document Management ¹	No	Yes	Yes	No
Ability to attach documents to records	Yes	Yes	Yes	Yes

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¹ Document Management is limited to the ability to attach documents to records within the system.

Alternatives

Based on the results of our evaluation we have identified four alternatives. We recommend making your decision on the CIS solution independent of the Finance solution and then determine which Finance solution would be the best fit. All vendors have experience integrating with each other. The cost does not include implementation costs.

	CIS Solution	Finance Solution	Pros	Cons	One-Time Costs ¹
A	SPL	Lawson EAM	<ul style="list-style-type: none"> ▶ SPL and Lawson were the best fit functionally ▶ SPL was the preferred vendor by all of the evaluative team 	<ul style="list-style-type: none"> ▶ Operational software (EAM) does not have significant water utility experience ▶ JDE was preferred by the HR staff ▶ Lawson is significantly more expensive than JDE ▶ HR did not prefer Lawson's time entry screens 	\$2.0M
B	SPL	JDE	<ul style="list-style-type: none"> ▶ SPL was the best fit functionally ▶ JDE was preferred by HR staff ▶ SPL was the preferred vendor by all of the evaluative team ▶ JDE is significantly less expensive than Lawson ▶ HR preferred JDE's time entry screens 	<ul style="list-style-type: none"> ▶ Neither SPL or JDE provide operational or compliance functionality, so third party software would be required 	\$1.6M ²
C	Hansen	Lawson	<ul style="list-style-type: none"> ▶ Lawson was the best fit functionally 	<ul style="list-style-type: none"> ▶ SPL was a better fit functionally ▶ SPL was preferred by the customer service and operations staff 	\$2.7M
D	Hansen	JDE	<ul style="list-style-type: none"> ▶ JDE was preferred by HR staff 	<ul style="list-style-type: none"> ▶ SPL was a better fit functionally ▶ SPL was preferred by the customer service and operations staff 	\$2.3M

¹ Includes software and hardware costs and excludes customization costs

² Examples of third-party environmental software providers include: OPSSystems, Inc. (cost is \$16K + \$600 per concurrent user), Entech Engineering Inc. (\$1K – \$4K per facility), EnviroData Solutions, Inc. (\$7K - \$20K per facility)

Business Intelligence System Considerations

Before selecting and implementing a separate Business Intelligence (BI) system the following factors should be considered.

- ▶ The CIS and Finance System will provide additional functionality that will be an improvement over the current systems
- ▶ The additional functionality will improve the periodic financial and operational reporting, as well as the regulatory reporting. However, utilizing the reporting functionality in the CIS and Finance System will not satisfy every requirement (e.g. “one-click” rate case filing)
- ▶ Implementation of the BI system will most likely occur towards the end of the implementation of the CIS and Finance Systems, so Utilities, Inc. will be able to evaluate the reporting functionality of these systems prior to implementing the BI system
- ▶ SPL and Lawson have their own BI tools which can be purchased

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Business Intelligence Systems Evaluation: Summary

Based on our analysis, the vendors are all comparable; however, Business Objects differentiated themselves by demonstrating the ability to prepare a rate case package.

		Product Eval. Criteria	Business Objects	Cognos	Actuate
		RFP	Functional - RFP		
Technical					
Vendor Overview					
Cost ¹					
Demo	Functional - Demonstration				
	Overall				

 Highest Rating
  Lowest Rating

¹ Excludes customization costs

Business Intelligence Systems Evaluation: Functional - RFP

This functional evaluation considers the vendors' response to the RFP as well as their ability to execute the scenarios in the vendor demonstration. All vendors were selected for demonstrations because their RFP responses indicated that they met most of Utilities Inc.'s functional requirements.

	Scoring Explanation					
	Business Objects		Cognos		Actuate	
	RFP	Demo	RFP	Demo	RFP	Demo
General Reporting ¹	9.6	8.7	9.8	8.3	9.0	7.8
Rate Case ²	10.0	n/a ²	10.0	n/a ²	10.0	n/a ²
Composite	19.6	8.7	19.8	8.3	19.0	7.8

RFP

- Represents the un-weighted score give to each requirement from the vendor RFP responses
- Measures the solutions ability to meet Utilities, Inc.'s functional requirements
- Range is from 0 -10 based on the level of customization (if the requirement was met "Out of the box" it received a 10 and if it "cannot perform" the requirement it received a 0)

Demo

- Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants
- Measures the solutions ability to demonstrate the functionality described in the scripts
- Range is from 0 – 10 based on the ability to perform against the script (if the solution "meets all requirements" it received a 10 and if it "does not meet requirements" it received a 0)

¹ The General Reporting demonstration included reporting over multiple systems, preparing dashboards, drilling down into detail, binding documents, ad-hoc reporting and statistical reporting.

² The rate case was demonstrated as part of the general reporting demonstration.

Business Intelligence Systems Evaluation: Functional - Demo

Vendors were evaluated on their execution of the demonstration scripts for each module. Business Objects distinguished itself by executing the scripts. It was the only vendor to demonstrate the ability to prepare a rate case filing. The other vendors said it was possible, but were unable to demonstrate it.

Cognos demonstrated a budgeting module, which received a demonstration score of 9.6.

	Business Objects		Cognos		Actuate	
	RFP	Demo	RFP	Demo	RFP	Demo
General Reporting ¹	9.6	8.7	9.8	8.3	9.0	7.8 ³
Rate Case ²	10.0	n/a ²	10.0	n/a ²	10.0	n/a ²
Composite	19.6	8.7	19.8	8.3	19.0	7.8

Scoring Explanation

RFP

- ▶ Represents the un-weighted score give to each requirement from the vendor RFP responses
- ▶ Measures the solutions ability to meet Utilities, Inc.'s functional requirements
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Demo

- ▶ Represents the average score awarded to each demo script by all Utilities, Inc. and Deloitte participants
- ▶ Measures the solutions ability to demonstrate the functionality described in the scripts
- ▶ Range is from 0 – 10 based on the ability to perform against the script (if the solution "meets all requirements" it received a 10 and if it "does not meet requirements" it received a 0)

1 The General Reporting demonstration included reporting over multiple systems, preparing dashboards, drilling down into detail, binding documents, ad-hoc reporting and statistical reporting.

2 The rate case was included as part of the general reporting demonstration.

3 This score does not include the Actuate demonstration held this morning.

Business Intelligence Systems Evaluation: Hardware and OS Software

	Utilities ¹	Cognos	Business Objects	Actuate
Operating System	n/a	Windows, Unix, AIX	Windows, Unix, AIX	Windows, Unix, AIX
Database	n/a	Oracle, DB2, SQL	Oracle, DB2, SQL	Oracle, DB2, SQL
		Included in operational systems cost	Included in operational systems cost	Included in operational systems cost
Server Hardware for Production	n/a	2x Dell PowerEdge 1800 – A,D 2x Dell PowerEdge 2850 – W, R	3x Dell PowerEdge 1800 – A,A,D ³ 2x Dell PowerEdge 2850 – W, R	2x Dell PowerEdge 1800 – A,R 3x Dell PowerEdge 2850 ⁴
		\$95,000	\$135,000	\$102,500
Server Hardware for Dev. and Test (D&T)	n/a	Incl. in operational systems cost	Incl. in operational systems cost	Incl. in operational systems cost
		\$0	\$0	\$0
Additional Software	n/a	None	None	PageLevel Security ⁵
		\$0	\$0	\$23,800
Total Cost ²	n/a	\$95,000	\$135,000	\$126,300

Existing Utilities, Inc. hardware will not be utilized for a Business Intelligence system as it will be deployed to service CIS and Finance systems.

1 Existing UI hardware not utilized for Business Intelligence system as it will be deployed to service CIS and Finance systems.

2 Excludes cost of vendor's primary software package and related modules

3 Business Objects runs across two application servers: one for the application itself and one for event managements (e.g. event, scheduler, caching).

4 The Actuate solution utilizes 3 web servers: one for the Management Console, one for the Active Portal/iPortal, and one for ReportCast.

5 Actuate's security software that enables administrators to manage user roles and views within Actuate.

Hardware Key: E – Existing Utilities Inc. server; A – Application server; D – Database server; W – Web server / Portal Server; R – Report Server

Business Intelligence Systems Evaluation: Technical Requirements

Based on our analysis, all three solutions meets most of the Utilities, Inc.'s technical requirements.

	Cognos	Business Objects	Actuate
Architecture	●	●	●
Modularity	●	◐	◐
Interfaces	◐	●	●
Programming Language	◐	●	◐
Database	●	●	● ¹
Connectivity	●	●	●
Network	●	●	●
Web Technology	●	●	●
Thin Desktop Client	●	●	◐
Availability	●	●	●
Scalability	●	●	●
Fault Tolerance	●	●	◐
Archiving	●	●	●
Data Backup	3 rd Party	●	●

● Meets All Requirements ○ Does Not Meet Requirements

¹ Although internally Actuate does not use a database, its supports and interacts with all standard database (Oracle, DB2, SLQ)

Business Intelligence Systems Evaluation: Technical Requirements

	Cognos	Business Objects	Actuate
Disaster Recovery	3 rd Party	3 rd Party	●
Batch Scheduling	●	●	●
Searching	●	◐	●
Document Management	○	◐	●
User Authentication	●	●	●
Security	●	●	●
Audit Trail	●	●	●
Execution	●	◐	●
Data Migration	○	●	○
User Interface	◐	◐	◐
Standard Reports	◐	◐	●
Peripherals	N/A	N/A	N/A
User Documentation	●	●	●
User Support	●	●	●

● Meets All Requirements ○ Does Not Meet Requirements

Business Intelligence Systems Evaluation: Technical Details

The gaps in the technical requirements for each vendor are detailed below. All three vendors have shortcomings in their user interfaces (e.g. not supporting high-speed data entry or system required fields). Actuate also runs a thick-client and requires a client-side component installation.

Cognos	
Interfaces	Does not contain standardized plug-and-play interfaces to common financial applications.
Programming Language	Utilizes non-standard third-party libraries: Metadata Sources Version MIMB 4.x for Framework Manager.
Document Management	No document management capability and does not interface with 3 rd party document management solutions.
Data Migration	Does not provide conversion tools.
User Interface	High speed data entry not possible using only shortcuts and function keys but no mouse; does not support system required fields; not possible to set up different default data values for each field for different users.
Standard Reports	Frequency of automatic report generation cannot be predefined.
Business Objects	
Modularity	Not possible to add or exchange modules with different release.
Searching	Advanced searching not supported.
Document Management	Has document management capability, but does not interface with 3 rd party image document repositories or document management solutions.
Execution	Solution does not support or integrate with standard version control systems (CVS, VSS, etc.).
User Interface	Does not support system required fields.
Standard Reports	Only supports report authoring and ad-hoc query tools built by Business Objects.

Business Intelligence Systems Evaluation: Technical Details (Cont.)

Actuate	
Modularity	Not possible to add or exchange modules with different release levels – Actuate modules are part of a single installation.
Programming Language	Uses a number of components that have been licensed from 3rd parties and are provided as a black box installation.
Thin Desktop Client	To view reports – thin. To view eSpreadsheet report – thick.
Fault Tolerance	Does not support hub-and-spoke architecture.
Data Migration	Does not provide data conversion tools.
User Interface	High-speed data entry not possible using only shortcuts and function keys but no mouse; does not Support drop-down options for all fields with pre-defined values.

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Business Intelligence Systems Evaluation: Vendor Overview

In addition to evaluating the vendor's solution we assessed the vendor's viability based on their customer base and history in the market. Actuate has the smallest customer base and Business Objects is the leader in terms of market share, but all vendors have established customer bases.

Name	Business Objects Americas, Inc.	Cognos Inc.	Actuate Corporation
Location	San Jose, CA	Ottawa, Ontario	San Francisco, CA
Number of Employees	4,977	3,000	601
Product Maturity	16 years	37 years	13 years
Customer Metrics	▶ Over 35,000 customers (industry leader)	▶ Over 23,000 customers	▶ Over 3,500 customers

Business Intelligence Systems Evaluation: Cost

Our cost analysis is based on the one-time cost of hardware and software and the first three years of maintenance. The costs are based on quoted rates, which are negotiable.

		Business Objects	Cognos	Actuate
One-time Costs	Hardware	\$135K	\$95K	\$126K
	Software	\$140K ¹	\$145K ²	\$150K ¹
	Total Hardware and Software	\$275K	\$240K	\$276K
Maintenance (3 years)		\$103K	\$88K	\$126K
Total Cost (3 years)		\$378K	\$328K	\$402K
RFP Provided Customization Costs³		\$62K	Nil	\$320K

1 The software costs for Business Objects and Actuate is based on a per CPU price. The costs noted above are for 1 CPU. Business Objects gives the option of using per user pricing. The per user price is \$1,250 per user for 100 users.

2 The software costs for Cognos is based on a per user price. The amount above assumes 200 users. The cost for 300 users is \$175K. Cognos also has a per CPU pricing, but 2 CPUs are required. The cost for Cognos based on CPU pricing (assuming 2 CPUs) is \$190K.

3 These will require further investigation during Scoping & Planning

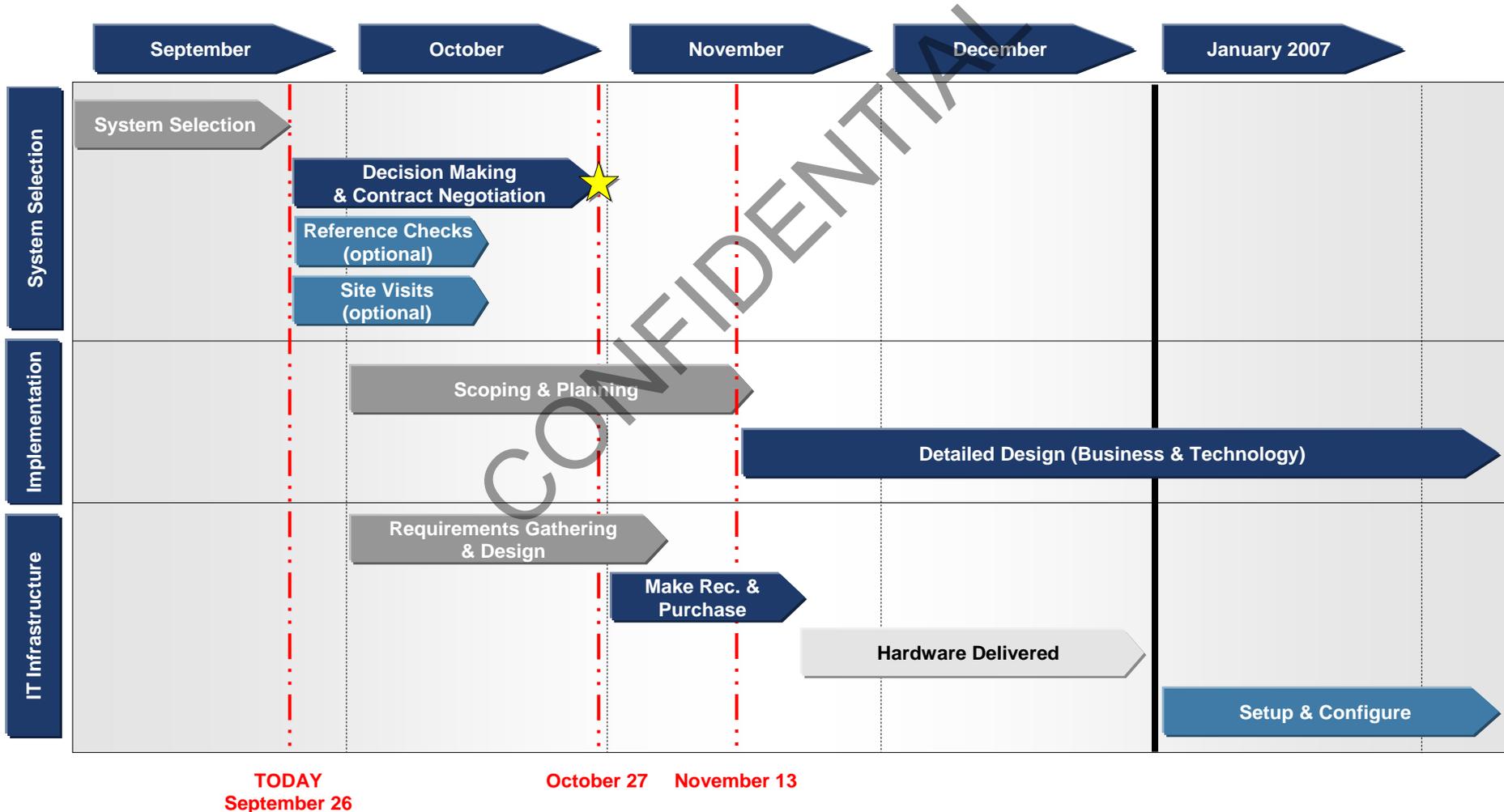
Next Steps

As we transition into the Scoping and Planning Phase the following steps need to be undertaken:

- ▶ Determine if site visits and/or reference checks are required and with whom
- ▶ Select CIS and Financial System
- ▶ Determine if a 3rd party Business Intelligence (BI) System is required or the BI of the selected CIS and/or Financial System will be purchased
- ▶ Commence contract negotiations with selected vendors
- ▶ Finalize contract negotiations
- ▶ Commence implementation planning of selected solution which will include consideration of:
 - Will Danny continue to lead the project on a day-to-day basis?
 - Who will lead the Finance workstream and who will lead the CIS workstream?
 - Who will provide input on a part and full-time basis and what is the level of commitment required from each team member?
 - Do people need to be backfilled and if so, who?
 - Will there be a project room or do people work from their desks?
 - What rooms can be made available for meetings, group discussions, etc?

Next Steps Timeline

As we transition into the Implementation Project we will need to commence with a Scoping and Planning phase. Given the requirement to improve the existing IT infrastructure, it is recommended that work on reviewing and analyzing the changes required commence at the same time in order to provide sufficient enough time for its purchase and implementation prior to commencement of the Build phase.



Appendix

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Operational Systems Evaluation: Functional – Gap Analysis

As part of our functional evaluation, we identified the key functional requirements and identified any gaps or customizations. The most significant and common issue with the vendors was their inability to provide the flexibility Utilities, Inc. requires to operate 89 companies in 17 states. SPL and Hansen are sufficiently flexible to meet Utilities requirements.

	Key Functionality	SPL	Hansen	enQuesta	Cogsdale
Customer Service	Create a Customer	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Log a Call	Meets Requirements	Routing to individuals based on sub-division	Meets Requirements	Meets Requirements
	Customer History	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
Service Orders	Create a Service Order	Meets Requirements	Creation of a service order via user prompted questions (Nov 2006)	Creation of a service order via user prompted questions	Creation of a service order via user prompted questions
	Route a Service Order	Meets Requirements	Routing to individuals based on sub-division	Route to more than one person	Routing based on sub-division
Meter Reading	Create and Optimize a Route	Route optimization	Optimization features are part of next release (November 2006)	Route optimization and automatic sequencing	Route optimization
	Create Tolerances	Meets Requirements	Tolerances based on sub-division	Tolerance based on sub-division and transfer to meter reading device	Tolerances are created at for the rate, not the sub-division and only one tolerance level

Operational Systems Evaluation: Functional – Gap Analysis Cont.

	Key Functionality	SPL	Hansen	enQuesta	Cogsdale
Billing	Sub-division Set-up	Meets Requirements	Meets Requirements	Concept of sub-division does not exist in system	Concept of sub-division does not exist in system
	Pricing	Meets Requirements	Meets Requirements	Concept of sub-division does not exist in system	Meets Requirements
	Invoicing	Meets Requirements	Meets Requirements	Automatic adjustment calculation	Calculate estimate based on sub-division and automatic adjustment calculation
Operations	Create Tolerances	Meets Requirements	Meets Requirements	Meets Requirements	n/a
	Record Values	Meets Requirements	Meets Requirements	Meets Requirements	
	Breach Tolerances	Meets Requirements	Meets Requirements	Meets Requirements	
Compliance	Create a Permit	Meets Requirements	Meets Requirements	Meets Requirements	n/a
	Notify of Violations	Meets Requirements	Automatic notification of violation	Meets Requirements	

Financial Systems Evaluation: Functional – Gap Analysis

As part of our functional evaluation, we identified the key functional requirements and identified any gaps or customizations. As Utilities, Inc.’s financial requirements are fairly standard, all of the solutions meet the majority of the requirements. The primary differentiating factor is the “look and feel” of the solution.

	Key Functionality	Lawson	JDE	Agresso	Great Plains
General Ledger	Process Inter-company Transactions	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Process Allocations	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Retain Audit Trail	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
Budgeting	Set-up a Budget Template	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Calculate Budgeted Values	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Route Budgets for Approval	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements

Financial Systems Evaluation: Functional – Gap Analysis: Continued

	Key Functionality	Lawson	JDE	Agresso	Great Plains
Requisitioning	Set-up Workflow Approval Routes	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Create a PO	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
Accounts Payable	Enter an Invoice	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Route Invoice for Approval	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Create a Vendor	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
Repairs and Maintenance	Create a Maintenance Schedule	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Create a Service Order	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Capitalize the Repairs	Done in Accounts Payable module	Meets Requirements	Meets Requirements	Meets Requirements

Financial Systems Evaluation: Functional – Gap Analysis: Continued

	Key Functionality	Lawson	JDE	Agresso	Great Plains
Fixed Assets	Set-up Parent Child Assets	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Calculate Depreciation	Meets Requirements	Meets Requirements	Would need to use a “flexi-field” for multiple depreciation scenarios	Meets Requirements
Capital Projects	Create a Project Template	Meets Requirements	Meets Requirements	Meets Requirements	No approvals for projects
	Monitor Percent Complete	Percent complete would be a custom field	Meets Requirements	Meets Requirements	Meets Requirements
	Compare Budgeted \$ to Actual \$	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
Accounts Receivable ¹	Point of Sale	Meets Requirements	Meets Requirements	Part of CIS package	Meets Requirements
	Returned Checks	Meets Requirements	Meets Requirements	Automatic addition of NSF fees	Meets Requirements
	Override Receipts	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements

¹ The gap analysis for Lawson’s and JDE’s Accounts Receivable module is based on the results from SPL’s demo. SPL had better functionality than both Lawson and JDE so it is assumed that SPL’s Accounts Receivable module would be used.

Financial Systems Evaluation: Functional – Gap Analysis: Continued

	Key Functionality	Lawson	JDE	Agresso	Great Plains
HR and Payroll	Perform Random Sampling	No random sampling	No random sampling	No random sampling	No random sampling
	Complete an Annual Review	Process is different than the one Utilities uses currently	Meets Requirements	Meets Requirements	Meets Requirements
	Process Salary Increases	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Submit and Approve Vacation	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements
	Process Time Entries	Meets Requirements	Meets Requirements	Meets Requirements	Meets Requirements

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Business Intelligence Systems Evaluation: Functional – Gap Analysis

As part of our functional evaluation, we identified the key functional requirements and identified any gaps or customizations. The most significant and common gap was the ability to prepare a rate case filing in “one-click”. Business Objects was able to demonstrate this functionality. Cognos and Actuate said it could be done, but were unable to demonstrate it.

	Key Functionality	Business Objects	Cognos	Actuate
Reporting	“One-click” Rate Case Filing	Meets Requirements	Did not demonstrate	Did not demonstrate
	Bind Documents	Meets Requirements	Meets Requirements	Cannot add outside documents
	Drill Down into Detail	Meets Requirements	Meets Requirements	Meets Requirements
	Prepare Dashboards	Meets Requirements	Meets Requirements	Meets Requirements
	Report Scheduling	Meets Requirements	Meets Requirements	Meets Requirements

Operational Systems Evaluation: Software Cost Breakdown – SPL

Module	Price	Pricing Model	Use
CC&B	\$313K ¹	Per account – 200,000 accounts	Customer Service, Billing
Interface Connectors ²	\$75K	Number of concurrent users – 100 users	System integration with non-SPL modules
Enterprise Asset Management	\$337K	Number of concurrent users – 100 users	Asset management and receivables
Dataglance	\$50K	Number of concurrent users – 100 users	Data archiving for SPL EAM
Total Customer Service and Asset Management	\$775K		
CC&B Case Management Add-on	\$38K	Per user – 50 dispatchers and 350 technicians	Additional Customer Service Functionality - longer-duration, cross-departmental issues
Mobile Work Management (MWM)	\$493K	Per user – 50 dispatchers and 350 technicians	Field Work Orders
Total including Mobile Workforce Management	\$1.3M		
Mobile Work Management Optional Modules	\$510K	Per user – 50 dispatchers and 350 technicians	Scheduling, Automated Vehicle Locator, Radio Frequency Protocol
SPL Business Intelligence for CC&B	\$50K	Per account – 200,000 accounts	Analytical and performance reporting
Total including optional MVM and BI	\$1.9M		

1 The cost for 300,000 accounts is \$438K.

2 Includes the HR/Timekeeping, Finance, Procurement, Accounts Payable, Projects and Document Management connectors.

Operational Systems Evaluation: Software Cost Breakdown – Hansen

Module	Price	Pricing Model	Use
CIS and Billing	\$700K	Per Account – 100K – 200K Accounts ¹	Customer Service, Billing
Asset / Work Management	\$800K	Per user – 400 users	Repairs and Maintenance, Service Orders
Dynamic Portal for CIS	\$35K	Per module	Online Payments and Service Orders
Work Management	\$82K	Per module	Asset and Work Order Management
Asset Management	\$74K	Per module	Asset and Work Order Management
Total	\$1,691K		
Mobile Work Management	\$200K	Per user – 400 users	Field Work Orders
Total	\$1,891K		

¹ The next range is from 200,000 to 500,000 accounts. The price for this range is \$1.7M. However, if Utilities, Inc. has between 180,000 and 200,000 accounts and moves into the 200K – 500K range, they would receive a 50% discount.

Financial Systems Evaluation: Software Cost Breakdown – Lawson

Module	Price	Pricing Model	Use
Human Capital Management	\$109K	Per Employee – 500 employees	Payroll, Benefits, Payroll Reporting
Financial Management	\$257K	Per user – 100 users	Requisitioning, AP, GL
Budgeting and Planning	\$39K	Per user – 100 users	Budgeting
Enterprise Project Activity Management	\$120K	Per user – 100 users	Capital Projects
Lawson Software Foundation	\$24K	Per module	Application environment for running modules
COBOL Compilers / Test / Development Licenses	\$24K	Per module	Compilers, Developer Licenses / test versions of all modules
Lawson Total	\$573K		
Lawson Business Intelligence Tool	\$140K	Per module – unlimited users on a Dual/Quad Processor Server	Reporting, KPI's, Dashboards, Analytics
Lawson Total w/ BI Tool	\$713K		

Financial Systems Evaluation: Software Cost Breakdown – Lawson EAM



Module	Price	Pricing Model	Use
Human Capital Management	\$109K	Per Employee – 500 employees	Payroll, Benefits, Payroll Reporting
Financial Management	\$257K	Per user – 100 users	Requisitioning, AP, GL
Budgeting and Planning	\$39K	Per user – 100 users	Budgeting
Enterprise Project Activity Management	\$120K	Per user – 100 users	Capital Projects
Lawson Software Foundation	\$24K	Per module	Application environment for running modules
COBOL Compilers / Test / Development Licenses	\$24K	Per module	Compilers, Developer Licenses / test versions of all modules
Lawson Total	\$573K		
Enterprise Asset Management	\$464K	Per user – 400 users	Maintenance, Repairs and Maintenance and Operations
Lawson EAM Total	\$1,037K		
Lawson Business Intelligence Tool	\$140K	Per module – unlimited users on a Dual/Quad Processor Server	Reporting, KPI's, Dashboards, Analytics
Total Lawson EAM w/ BI Tool	\$1,177K		

Financial Systems Evaluation: Software Cost Breakdown – JD Edwards



Module	Price	Pricing Model	Use
Human Resources and Payroll	\$88K	Per Employee – 500 employees	HR, Payroll
Accounts Payable	\$6K	Revenue - \$150M in Revenue	AP
Accounts Receivable	\$6K	Revenue - \$150M in Revenue	AR
General Ledger	\$9K	Revenue - \$150M in Revenue	GL
Fixed Assets	\$6K	Revenue - \$150M in Revenue	FA
System Foundation	\$5K	Revenue - \$150M in Revenue	Required to run modules
Technology Foundation	\$31K	Revenue - \$150M in Revenue	Required to run modules
Project Costing	\$15K	Revenue - \$150M in Revenue	Capital Projects
Enterprise Asset Management	\$33K	Revenue - \$150M in Revenue	Advanced Fixed Assets
User Productivity Kits – GL, AP, AR	\$36K	Per module	Pre-built materials used to enhance user productivity
Advanced Cost Accounting	\$6K	Revenue - \$150M in Revenue	Managerial accounting
Total	\$241K		