



REQUEST FOR PROPOSALS

*Oracle Customer Care and Billing Upgrade to
Oracle Customer Cloud Service*

for

GREENVILLE UTILITIES COMMISSION

PO Box 1847

Greenville, North Carolina 27835-1847

ISSUE DATE: 04/26/2022
QUESTIONS RECEIVED BY: 05/16/2022
QUESTION RESPONSE BY: 06/01/2022
PROPOSAL PACKAGES SHALL BE RECEIVED BY 3:00 PM (EDST) ON 06/15/2022

REQUEST FOR PROPOSAL

RFP 22-33 Oracle Customer Care and Billing Upgrade to Customer Cloud Service

The Greenville Utilities Commission (“GUC”), Greenville, NC, through the Purchasing Department, is hereby soliciting competitive proposals for the above-mentioned project. The successful Respondent will be required to furnish all labor, material, equipment, supplies, applicable taxes, insurance, bonding, and licenses to complete this project.

Proposal Information

Proposal Title	Oracle Customer Care and Billing to Oracle Customer Cloud Service
Proposal Type	Professional Services
Proposal Issued	April 26, 2022
RFP Number	22-33
Department Requesting Services	Information Technology
Proposal Due Date	June 15, 2022, until 3:00 PM EDST
Interview Date	July 11, 2022 – July 22, 2022

Instructions for Submitting Proposals

Submittal Method	Greenville Utilities Commission Purchasing Department Attn: Cleve Haddock Cleve Haddock, CLGPO Procurement Manager haddocgc@guc.com (252) 551-1533
Submittal Copies	One (1) electronic copy Proposal must be clearly marked with the following information: <ul style="list-style-type: none"> • Proposal Number • Name of Your Company • Address • Phone Number
Late Submittals	Proposals received after the time and date stated above will not be considered.

How to Obtain Proposal Documents

Copies of the Proposal documents may be obtained at:

Location	Address
Website	https://www.guc.com/about-us/doing-business-us/current-bids

Questions about the Proposal

Questions and/or Requests for Information (RFI) must be submitted in writing and can be submitted by email as follows:

Primary Contact	Cleve Haddock, CLGPO, Procurement Manager (252)551-1533 haddocgc@guc.com
Questions Received By	May 16, 2022, until 4:00 PM EDST Please submit questions as soon as possible. No questions regarding the specifications will be responded to after the above date. Answers will be communicated by the response date.
Question Response Date	June 1, 2022 All pertinent questions will be responded to via a posting on GUC's website.

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Attachments

	Title	Must Be Returned with Proposal
1	RFP Acknowledgement and Signature Form	Yes
2	Proposal Worksheet	Yes
3	Insurance Acknowledgement Statement	Yes
4	Terms and Conditions	No
5	E-Verify Form	Yes

Project Overview

Greenville Utilities Commission ("GUC") plans to upgrade from Oracle Customer Care and Billing (CC&B) v2.4.0.3 to Oracle Customer Cloud Service (CCS). GUC began using Oracle CC&B in July 2016 on version 2.4.0.3. GUC is soliciting proposals from experienced consulting firms to provide technical and functional consultants to lead GUC staff with the upgrade.

Project Objectives

- Successfully implement Oracle Customer Cloud Service as a replacement for Oracle Customer Care & Billing V2.4.0.3
- Successfully lead conversion effort from CC&B V2.4.0.3 to CCS
- Help GUC achieve an appropriate readiness level for a future AMI deployment
- Develop a GUC training strategy using a Train the Trainer approach to ensure fully trained and competent users of Oracle Customer Cloud Service using Train the Trainer methodology
- Develop a manageable automated testing suite to cover at minimum 30% of non-base, enhanced, and/or integrated functionality
- Reduce customization dependency where possible by using standard business processes built within CCS
- Establish a reporting framework that meets or exceeds business requirements including reviewing and redeveloping existing reports as necessary
- Assist GUC in setting up a future data retention strategy and plan
- Review GUC's integration frameworks, recommend future integration approaches that are sustainable and cost effective, and apply the integration methodology to the deployment of CCS as necessary
- Successfully convert meter inventory and maintenance from CC&B to CCS

Respondent Minimum Requirements

Implementation of a CIS and associated systems is a complex and risky process. As a result, GUC has identified solution qualifications that it expects the Respondent to have and demonstrate.

The Respondent must have the following experience and qualifications. GUC will prioritize the following qualities when selecting a partner:

- Prior experience in upgrading on-prem Oracle CC&B to Oracle Customer Cloud Service
- Experience with multi-utility settings
- Experience leading an organization into a best practice approach, modifying business processes where necessary and managing the change process
- Experience with leading a conversion project from CC&B to CCS
- Experience integrating Oracle Customer Cloud Service with Tier I work management, customer self-service, and financial systems
- Prior experience in training program development with Oracle CCS
- The project leadership team is dedicated to the GUC project for the duration of their planned role (For example, Project Manager, Functional Lead, Technical Lead, etc.)
- The Respondent maintains an office in the United States
- The Respondent must not be involved in any litigation that may potentially impact the Respondent's ability to implement and deliver the proposed solution and provide any required personnel or support. The Respondent must disclose any and all existing and pending litigation in the RFP response.

Your proposal should include a fixed price option as well as a time and materials proposal with a contingency and a not to exceed price.

Proposals may be rejected at the sole discretion of GUC if they do not meet these qualifications.

About Greenville Utilities

Since 1905, Greenville Utilities has been an integral part of Greenville and Pitt County, growing and progressing along with our expanding service area. GUC provides electric, water, sewer, and natural gas services to the City of Greenville and 75% of Pitt County. We serve a combined total of nearly 165,000 customer connections. Greenville Utilities is owned by the citizens of Greenville but operates under a separate charter issued by the N.C. General Assembly.

We are governed by an eight-member Board of Commissioners. The Board is responsible for approving rates, development plans, and the annual budget as well as setting operating and extension policies. Our fiscal year for budget runs July 1st through June 30th. Policies are implemented by the General Manager/CEO. The City Manager serves as a full voting member; five other Board members are nominated by the City Council, and two are nominated by the County Commissioners. All Board members are approved by the City Council. Our highly experienced Management Team is dedicated to working together to operate GUC in the best interest of our customers.

Mission Statement

Greenville Utilities is dedicated to enhancing the quality of life for those we serve by safely providing reliable utility solutions at the lowest reasonable cost, with exceptional customer service in an environmentally responsible manner.

Current Environment

GUC uses Oracle Customer Care and Billing (CC&B) and supports all the necessary hardware on premise. These responsibilities are shared by multiple employees across several teams with full-time and contract employees. GUC implemented the Oracle utility products between 2014 and 2016.

The current CC&B IT/Oracle support and development team is comprised of several staff (one supervisor, one Systems Analyst, one DBA and one Business Analyst); these staff members support other applications in addition to CC&B. The current GUC staff also has additional support staff for server administration, middleware, reporting solutions, and integrations as well as hardware support. Various outside consultants also assist to support our environment. There are Subject Matter Experts in each of the Business Areas.

System Users

GUC has approximately 485 employees. There are approximately 225 total users that have various responsibilities within Customer Care & Billing. Depending on the employees' roles and job duties, employees are assigned role-based access to the modules. Employees work out of eight locations in Greenville, NC.

CC&B Modules

GUC is licensed for the following Oracle CC&B modules listed below. The following modules are licensed for Residential, Commercial and Industrial Customers:

Product Description
CC&B Base
CC&B Credit and Collections
CC&B Rating and Billing
CC&B Rating and Billing for Interval Data (Not Using)
CC&B Cashiering
CC&B Task Optimization Tools
CC&B to Oracle EBS for GL and AP

Current Technical Environment

GUC runs and supports three CC&B environments – Test, Stage, and Production. Each environment generally consists of three key components – 1 Oracle RDBMS, 1 application server (web), and 1 application server (batch). The components are more accurately described below. All 3 environments are fully integrated.

Each tier is deployed on its own machine running Oracle Linux 7.x (Application and Database Tiers). All servers are virtual machines running on Oracle Virtual Manager. Storage on production is all flash and network attached. Environments running below production class are still using network attached storage but are a mix of flash and rotating disks.

GUC positions the storage and computing components in two separate locations based on environment level. The two locations are serviced by redundant connections. Please assume that all virtual machines are configured to run with high priority on their assigned hardware. Virtual machine migrations are rare and done in a temporary manner for hardware maintenance.

The current production database is approximately 336 GB.

Current Systems and Business Processes

Meter & Equipment Management

The legacy CIS provides information regarding all meter and equipment assets. This includes all meters and items that are housed inside CC&B which is currently our system of record. There are approximately 160,666 meters in inventory in CC&B. Of these meters, 145,761 are meters that are not retired. GUC does not currently use a Meter Data Management system. Individual meter records are added to CC&B, along with their associated ERT modules used for our AMR reading technology, when meters are purchased without regard to being installed at a service location. These meter records are also updated when meter activities occur such as when an installation, removal or exchange order is completed.

A custom device test selection portal within CC&B application is used to generate field activities for testing and meter change outs. This portal uses selection criteria based on meter type, manufacturer,

installation date and service route. While CC&B generates the field activities related to device tests, the testing results are not stored in the CIS system.

Meter Reading and Metering Systems

Greenville Utilities reads meters monthly using a traditional download-read-upload process on handheld devices. GUC uses Itron's Field Collection System (FCS) to manage handheld meter reading via AMR technology. For industrial customers, GUC uses Itron's MV90 to collect these types of meter reads.

Each day's scheduled meter readings are staged and downloaded to the handheld units by a meter reader supervisor. The handhelds provide meter readers real-time validation for high-low when entered on the handhelds. Meter readers can enter skip and trouble codes related to each read, which initiates specific follow-up work to be generated.

GUC also handles incoming meter reads from a third-party water provider so that we can bill sewer only charges. These reads are provided by our third-party water provider to GUC on a bi-monthly basis. GUC uses the bi-monthly file to create monthly read files that are uploaded into the staging tables. In addition, we also have wholesale water customers that we receive daily SCADA water reads that are uploaded to the staging tables on a nightly basis.

At the end of each day, all subsequently completed data is uploaded back to vendor portals and then uploaded into CIS staging tables, where exceptions are identified and worked prior to billing. GUC will continue to use AMR technology. In addition, GUC's AMI initiative is due to start as early as 2025.

Billing and Printing

Monthly billing is currently accomplished through a variety of mostly manual activities to load meter readings, process adjustment, credits, refunds, transfers, and account finalization. During calendar year 2021, GUC created 989,035 bills from CC&B. GUC also performs Off Cycle billing to bill adjustments to accounts for charges prior to their initial monthly bill or before they next monthly billing is issued. A total of 30 bill cycles are used today for a variety of organization and processing purposes, although the typical month consists of 20 or 21 workdays.

GUC provides our POSTROUT files from CC&B to Doxim, our bill print provider, where they render the bill images that are printed and mailed to our customers. Doxim also stores PDF's images of the of the bills that are archived and stored on their system. The View Bill link inside CC&B displays the stored PDF images hosted by Doxim when selecting that option inside the CC&B system.

Letter Generation

GUC uses the letter print process inside CC&B to create letters that are mailed to our customers. Final notices, final bill reminder/collection agency referral notices, NSF, and cash only letters are produced along with the bill print process and are sent to the bill print provider for printing and mailing. Other letter types are generated and printed locally as needed.

The PDF files created for final notices are also stored by Doxim on their servers and can be accessed for reprinting as necessary through the Doxim UConnect portal. GUC expects to maintain the ability to create, change, and print letters through the CIS system.

Deposits

GUC currently bills deposits via Off Cycle Billing in CC&B. Deposit amounts are based on credit history reports from an outside vendor (non-interfaced), services offered and prior history with the GUC. GUC does not use the base CC&B deposit generator. Collected deposits are kept on accounts until they are final billed, at which time the deposit is applied to the final balance. GUC does not use the base CC&B

deposit review process. Any remaining balances owed to the customer, after applying the deposit to the final bill, are handled via the AP interface with EBS where a refund check is issued to the customer.

Payment Processing

GUC currently accepts payments through the following channels:

- In Person Payments: Cash, Check, Money Order
- Mail or Payment Drop Box: Cash, Check and Money Order
- IVR: E-Check, Credit Card, Debit Card
- On-line (one time and recurring): E-Check, Credit Card, Debit Card
- Automatic EFT (handled by our third-party IDEA application)
- Batch Payments

GUC currently uses the CC&B cashiering module as a utility wide cashiering solution. We are in the process of working with a vendor to create a customer Point of Sale (POS) portal that the Collection employees will use to input payments. This application will work directly with our legacy system and will need to be integrated with our future Customer Cloud Solution as a part of this implementation. This POS application is set to be implemented in September 2022.

GUC uses the IDEA Customer Self-Service Portal for customers to make real-time payments via ACH, credit cards and debit cards. Customers are also allowed to sign up for automatic payments through this portal. Automatic Payments entered in IDEA are then also stored in CC&B, and must be encrypted. No changes to these capabilities are expected in the future solution.

Bank of America, RPS and miscellaneous payment files are uploaded to the CC&B staging tables using a middleware technology. Some enrichment of inbound data does occur.

Customer Self Service

GUC customers can currently access their utility accounts online utilizing the IDEA Customer Self-Service Product. Processes within IDEA include:

- View billing, payment, usage, and correspondence history
- Make real-time payments through our payment Vendor (via iFrame technology inside the portal)
- Make guest, scheduled or recurring payments
- Make updates to user profile and mailing address
- Enroll in services such as Auto Pay, Budget Billing, Paperless Billing, Pay Plans
- Submit requests to a CSR for connection, disconnection, or transfer of services
- Upload documents to a File Management area of the portal for customers and CSRs to view
- Unlock user accounts, reset passwords, and block payment types

Active Delinquency Process

All utility bills are due twenty (20) days from the bill printed date or on the override due date. If unpaid after the due date, the customer is sent a final notice and their internal credit score is affected. Customers become eligible for disconnection when they have a pre-determined threshold amount remaining past the due date of the final notice. The threshold amount is currently set at a minimum of \$50.00. Customers who fail to comply with the agreed terms of a promise to pay, 24-hour extension or pay plan agreement are eligible for disconnection if they are at or above threshold amount. Delinquent (cutoff) service orders are sent to our fieldwork application for distribution and field completion.

Service Order Distribution and Management

GUC currently uses MWM (short cycle work) and WAM (long cycle work) for our mobile work management systems to organize, issue and complete field service orders. Service orders are created in

CC&B and then exported through a productized integration to MWM and WAM. During calendar year 2021, 205,531 field activities were created in CC&B to be worked in either MWM or WAM. GUC is currently in the process of the evaluation Cityworks to be the replacement application for these current applications. Field Work employees carry iPads out to the field to use in completing the work. Currently, once completed the order information is updated in CIS by FWPIP integration. This current method will be subject to change upon adoption of a new field management system such as Cityworks.

Reporting

GUC uses several methods and tools to meet the enterprise reporting requirements. OUA (Oracle Utilities Analytics), BI Publisher, SQL query exports, and database replication are all tools in use today.

Current Financial System

GUC currently uses E-Business Suite (EBS) for financials, including the General Ledger and Accounts Payable. GUC is looking to adopt best practices surrounding CCS to EBS AP integrations for customer refunds and refund cancelations. GUC has an automated bank recon process in place and our expectation is to not lose any functionality. Currently, more data than base is being sent from CC&B to EBS.

ESRI GIS

There is a connection between our current CC&B application and the GIS where information from CC&B is pushed to GIS through batches and a middleware component. Batches pull information from CC&B for person, account, service agreement, premise, service point and service point/meter history to populate GIS. GIS feeds back the latitude/longitude details to CC&B for both the premise and service points for CC&B, as well as a custom characteristic needed for the CC&B premise.

ONLINE Collection Agency

GUC currently refers delinquent residential accounts from CC&B that needed to be referred to ONLINE Collection Agency (OIS), the collection agency engages in collecting the payments for customer's outstanding balances on behalf of GUC.

Only accounts with outstanding balances greater than \$25 are referred to the collection agency. GUC provides ONLINE with a file containing delinquent account information such as, but not limited to: Account Name, Social Security Number, Mailing Address, Phone Number and Current Balance. Credit amounts posted on the GUC account that relieve the customer of his/her debt, partially or fully are reported to the collection agency as well. These credit amounts could be direct payments to GUC or tax refunds via the NC Debt Set Off Process.

OIS provides GUC with an invoice which indicates payments collected from GUC customers and either how much GUC owes ONLINE for services they provided or how much GUC will receive from ONLINE.

Outage Management

There is a connection between our current CC&B application and our outage management application where service point and service agreement information from CC&B is pushed to Schneider Electric's Responder application through batches and a middleware component. Batches pull information from CC&B the person, account, service agreement, premise, service point and service point/meter history to populate our outage management application.

IVR

Greenville Utilities provides customers the option of transacting business via IVR technology. Interactive Voice Response provides callers automated access to their accounts for account balance, last payment

received and disconnect date. The retrieval of account information from CC&B is triggered by customers providing their account number when interacting with the IVR. The IVR invokes a web service call to CC&B to retrieve and authenticate the account to provide account related information.

GUC's IVR also gives callers an option to request a pay plan for their delinquent debt provided they meet the eligibility requirements. If the customer is eligible, a Pay Plan will be created for the delinquent debt to extend the due date 10 days from the start severance process date. Any corresponding collection that the customer may currently be in will be put on hold until the extended maturity date. A customer contact is also created to inform the system that an extension has been approved or denied.

City of Greenville Portal & Interface

GUC has a custom interface and portal that was created for the City of Greenville for refuse and stormwater account searches and billing. The custom portal allows users to view active Refuse or Stormwater Services and related information regarding those services. The City of Greenville is limited to this portal and the SA's financial history listed within. Users do not have access to other transactional data pages like adjustments, payments, or bill segments.

From the account, the user is directed to the SA/Premise List Zone. The SA/Premise List Zone lists all Refuse or Stormwater services linked to the account. The user can also navigate to the SA/SP Information Map Zone which displays all the effective SA characteristics, effective SP Characteristics, effective SA Rate Schedules, effective SA contract values and effective SA contract quantities.

In addition, a custom interface was created that allows GUC to send reports and files to the City of Greenville related to stormwater and refuse services in our CIS system. The City of Greenville is also allowed to pass back information to the CIS system to automatically start stormwater and refuse billing as well as bill account related adjustments.

Customizations

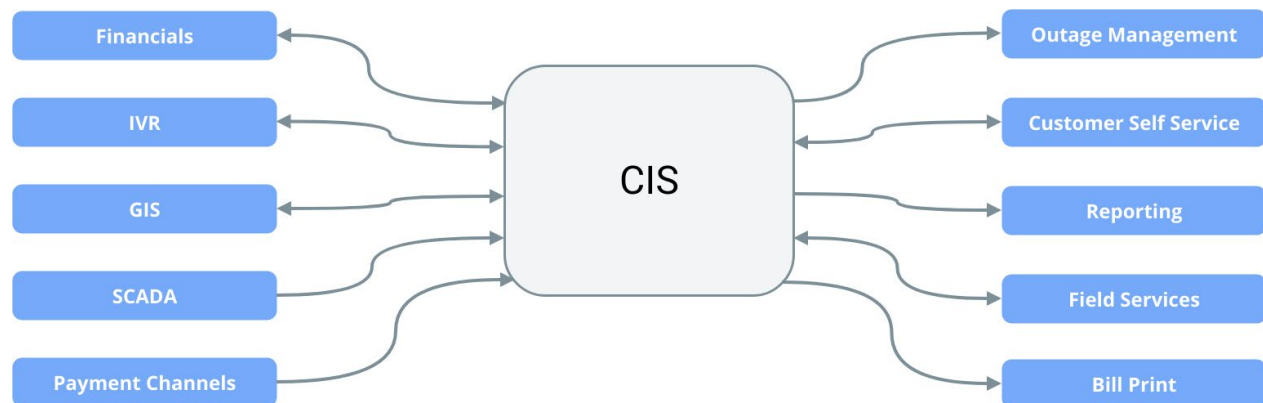
Concurrent Programs (Includes interfaces listed above)	179
Forms	8
BI Publisher templates	127
Alerts	25
Workflow Customizations	11

Custom Objects

Function	6
Index	120
Package	166
Package body	165
Procedure	2
Sequence	32
Synonym	251
Table	309
Trigger	2
Type	1
View	8

Current GUC Software Ecosystem

The following diagram illustrates the current CIS software and related integrations.



Current Data Retention

GUC currently retains all CC&B data back to the 2016 implementation, as well as 13 months of converted data from our previous CIS system.

Business processes require GUC to maintain at least 7 years of history. This must be available for referred agency collection accounts as well as audit requirements. Our business operations require specific meter related information to be maintained for 15 years.

Proposal Scope & Requirements

GUC is beginning a business transformation based on implementing Oracle CCS as the new CIS platform. GUC is seeking proposals for a primary System Integrator (SI) as a partner in a successful implementation of CCS. The Respondent is to submit a proposal for implementation services as the primary party.

Respondents should carefully examine the full content of this RFP package for a complete understanding of the scope, strategies, and detailed requirements for this program. To minimize cost, we are open to remote work for the project team.

Upgrade Objectives

- Upgrade to the latest release available of Oracle Customer Cloud Service:
 - The primary reason for the upgrade is to be on a higher, supported release and a move to a cloud-based Oracle Customer Care and Billing. All modules used by GUC will be upgraded and cloud based. Regression testing will be completed across all the modules and at minimum of three (3) rounds while using automated testing, with help from the vendor, to cover 30% of test cases.
- Position GUC for AMI:
 - GUC has plans of moving to AMI. This upgrade should position GUC for the AMI implementation.
- Implement new Features/Functionalities/Improved Business Processes:
 - We want to take advantage of new features and functionalities where it is appropriate for supporting our business needs and can be fulfilled without affecting the overall upgrade

timeline. We also want to discontinue using any customization if an appropriate alternative is available in Oracle CCS.

- Develop integration approaches for financial, work management, and other systems
 - GUC is open to exploring new middleware technology that supports integrations to our current enterprise and is sustainable for future projects.
- Establish a reporting framework:
 - Review the reporting use cases, establish paths forward to satisfy the requirements, recommend approaches, and staff to fulfill the needs.
 - GUC looks to the respondent to recommend solutions which could include managing a private or third-party data warehouse if deemed necessary.
 - Develop a strategy for online querying/reporting access as well as the ability to create database tables for reporting needs.
- Provide documentation for configuration and training to:
 - Key users and IT support staff on new features/functionalities implemented as part of the upgrade.
 - Technical resources for the new environment including but not limited to debug and FTP.
- Establish a data retention policy:
 - GUC plans to maintain 7 years of historical transactions from our current CC&B application.
 - At a minimum, the most current 3 years (36 months) of data should be converted and housed inside the CCS application.
 - Respondent should devise a plan for the remainder of the 7 years of data to be housed in a non-converted data warehouse that can be accessed by GUC employees as needed. This would also include a plan for future migration of data beyond the 3 years that reside inside the CCS application.
 - Field Operations requires at least 15 years of data related to service point/meter installations.

Business Expectations

GUC expects the Respondent(s) to provide leadership during product configuration to implement common and/or best practices to optimally use the applications' functionality. GUC will rely principally upon product configuration rather than product modifications and prefers to modify its business processes to fit the technology workflow. Customization to any of the software is to be avoided unless necessary and approved by the appropriate GUC authorities.

GUC is committed to embrace universal business processes that are enabled by the baseline software solution and expects the Respondent to provide consultation to GUC through the process of standardization of business process review and as part of the organizational change management portion of the proposal.

GUC is seeking proposals for both a fixed-priced and a time and materials cost quotation for a successful CCS implementation and post-implementation support. Including but not limited to project management, analysis, design, development, conversion, configuration, testing, organizational change management, training, implementation, reporting, documentation, and post-implementation support.

GUC may engage current vendors for certain key services/integration related to validating solution design. In this scenario, GUC expects Respondent to participate and collaborate fully with the GUC vendors to achieve a final solution design for our integrations that aligns with product design and strategy. GUC expects full transparency in all communications between all parties involved in this transformation effort.

Post-Upgrade Support

Following go-live of the upgrade, consulting firm will provide a minimum of three months of support in resolving upgrade-related issues.

Other Projects

Following are projects GUC expects to be positioned to work on in parallel to the CCS implementation or after. These projects are outside of the scope of this RFP. Your proposal should be able to support GUC's other projects. These projects listed below are for expectations and informational purposes only:

Mobile Field Work Management

The current Mobile Field Work Management (MWM & WAM) solutions are integrated with the legacy CIS solution and will be replaced as separate project apart from the Oracle CCS implementation project.

GUC is seeking an updated, modern, and robust mobile field work management solution to replace our existing MWM and WAM applications. The ideal solution is expected to Integrate fully into GUC's enterprise-wide systems and processes, for efficient and effective completion of field work orders.

The proposed solutions should also be:

- Compatible with a wide variety of mobile devices
- Easy to configure and implement
- Utilize standard integration technology and be proven to work well with Oracle C2M and ESRI
- Easy to support and maintain in the future

While a robust new platform with advanced features is desired for the future, this project will focus on replicating standard order functionality while adding improved real time integration and more efficient work allocation tools. GUC has investigated and evaluated, through a formal process, available MWM & WAM solutions in the market and narrowed the choices to Cityworks.

Cityworks Phase 0 is scheduled for April 2022 – June 2022. GUC anticipates bringing the selected Cityworks implementation vendor into discussion with the CCS implementer to identify options and considerations for interfacing to CCS with Cityworks versus Oracle WAM and Oracle MWM. Where WAM and MWM are used please reference and consider this information.

GUC may start its initiative to upgrade the work management system in parallel with the Oracle CCS implementation.

Point of Sale Application (POS)

GUC is currently working with a third-party vendor to create a seamless, sustainable, and up to date experience for our end users who process payment transactions. The Point of Sale (POS) solution will utilize scanning technology on payment stubs to pull up accounts to assist in the posting of walk-in payments via cash, check, money order and credit cards. The ability to print receipts will also be available from within the POS application.

In addition, specific account related information from the CIS system will also exist inside the POS application to assist the end users with accessing and processing payments. This information may relate to balances, alerts, customer/account information, payments, and cash only statuses as well as additional information.

Technical Strategies

Customer Cloud Service (CCS)

GUC is procuring Oracle CCS platform services for use during and after this program implementation. GUC will require the software provider to handle software installation, hosting, and maintenance of all necessary environments. The software provider will not provide implementation or maintenance services for design, build, test, or deployment of the CCS system, conversion, or configuration as these services will be provided by the system implementer.

Respondent will play a significant role in defining technical architecture detailed requirements in order to implement and operate a successful platform. Proposals should maintain technical architecture responsibilities, with the understanding that coordination will be required with the GUC selected provider.

Middleware

GUC currently uses Oracle SOA Suite as the middleware toolset, however, we would consider a different solution based on ease of management and cost effectiveness. Respondents will work with GUC to design and execute an integration plan incorporating either our current middleware or another solution as deemed appropriate.

Batch Scheduling

GUC does not have an existing enterprise batch scheduler and is expecting to utilize scheduling capabilities built into CCS for the needs of this implementation. Respondent should incorporate this expectation into their proposal or present an alternative approach along with justification.

Data Access and Reporting

It is important for the Respondent to understand our current state of reporting. GUC supports approximately 226 reports related to CC&B using one of our approaches – Ad-hoc, OUA, or BIPublisher. The reports and dashboards are mixed in complexity from moderate to very significantly complex – 32 very significantly complex, 72 are significantly complex, and 122 are considered moderately complex. GUC has used the following guidelines to determine complexity: Moderate – SQL is considered simplistic, could likely be run anytime; Significant – SQL is considered complex, run time should be considered for performance; Very Significant – SQL is considered complex, information could come from materialized views for special functions, run time should be considered for performance impacts.

In many cases GUC takes advantage of and has extended the Oracle Utilities Analytics data warehouse to accomplish goals and objectives. The historical information has been deemed important by our business partners. GUC expects that the business functions supported by these reports will be supported with the new solution.

GUC is looking for the Respondent to offer a complete data and reporting strategy and solution based on their experience with similar projects. GUC will consider all reasonable options including the use of a self-managed data warehouse if deemed necessary. If a Data Warehouse is recommended, the Respondent is to supply the recommended approach including the full effort and costing within the Proposal. All solutions should be considerate of cost-effectiveness, maintenance, and accessibility of data.

GUC currently has the following tools and skillsets available to contribute: BI Publisher, PowerBI, some data warehousing experience.

Submission Requirements

Please respond to the following submission requirements in a straightforward, concise delineation of your capabilities proposed to satisfy the requirements of the RFP. GUC will use your responses to objectively determine your capabilities and experience.

Submittal Format

Responses may not be longer than 40 pages in PDF or Word format with minimum 10-point font. The following items do not count to the 40-page limit: resource resumes, sample project plan, RFP Acknowledgment Form, Proposal Worksheet, Insurance Acknowledgement Statement and E-Verify Form. Each section shall be labeled according to the sections below. Additional supplemental information can be provided as an added file or added section to your submittal. Vendors are asked not to submit advertising material in substitution for their responses.

Company Information

Provide the name of your company (including the name of any parent company), business address, email address, Federal Tax ID number, telephone and fax numbers, and names and titles of key management personnel, a brief history of your company, whether your company is profitable (and for how long) and a general overview of your company's professional services capabilities (more detail will be requested below). Provide a brief statement of who is authorized to submit the proposal on the behalf of your company. Please make sure that person signs and dates the statement.

Knowledge and Experience

Provide relevant information about your company's knowledge and experience. In addition, describe any partnerships and alliances (e.g., sub-contractors for specific Oracle CCS modules) you may use to provide service to GUC. Discuss the specific benefits we can expect because of these professional relationships. Describe how long these partnerships have been in place.

Consultant Project Team

- Provide an overview of your proposed project team.
- List the project team members: names, roles, responsibilities, expertise, and relevant experience. Who will be onshore/offshore? What percentage onshore/offshore? Will they be working full-time on GUC's upgrade project? If they are working part-time, what percentage?
- Provide the resumes of your team members.
- Include an organizational chart of the proposed team.
- Provide an escalation process for issues to the project team.

Competitive Advantages

- What services and products set your company apart from the competition?

Experience and Client References

- How many companies have you helped upgrade from v2.4 to CCS? Are any of them multi-utility and AMR?
- How many years has your company been upgrading Oracle Customer Care and Billing?
- Does your company provide other consulting services? How many years has your company been providing those consulting services?
- Provide detailed descriptions (including size and scope) of at least three (3) recent projects that are of similar size and scope of this RFP, include at least one multi-utility.

- Provide names, addresses, and contact information for at least three (3) recent clients (within the past 3 years) for whom you've done projects of similar size and scope of this RFP. Please make sure all contact information is current. By providing such information, you authorize us to contact such clients.
- Does your company have proven accelerators and/or templates for business process improvements?
- Describe your company's process improvement experience/capabilities.

Implementation Methodology

Plan and Approach

GUC is looking for Respondent to bring a robust and proven implementation methodology to this project. GUC expects to adopt the full methodology of the selected Proposal. The proposed methodology must be proven and referenceable by other successful projects.

Provide an overview describing the general approach, scope of services, and methodology of your company's ability to fulfill the general functions required in this RFP. Please use this section to describe the services you propose to provide to GUC. Please address each requirement in the "Scope of Services" section of this RFP:

- Upgrade to Higher, Supported Release for all GUC Modules
- New Features/Functionalities/Improved Business Processes
- Documentation and Training
- Your services can be above and beyond the requirements listed in the "Scope of Service" section

GUC has already established a program governance model, as shown below. Alterations to this governance model will be considered if it results in better alignment with the proposed overall implementation methodology.



The Executive Sponsors will:

- Hold final decision-making authority on all matters impacting scope, schedule, budget, or external outreach.
- Have independent oversight of project critical success factors.

The Steering Committee will:

- Provide insight, oversight, and decision support to the Executive Sponsors.
- Provide key messaging for communication and support throughout their area, to ensure the project and change management goals are met.

The Project Office (PMs) will:

- Be responsible for planning and directing all daily activities of the Project Team.
- Coordinate and communicate among various participants in the project.
- Provide leadership, insight, oversight, and decision support to the project.

- Be responsible for decisions related to scope, schedule, and budget.
- Provide independent oversight of project critical success factors.

The Project Team will:

- Be active participants (full-time and part-time) with the implementation including but not limited to configuration, infrastructure, reporting, testing, training, and process flows.
- Provide insight, oversight, and decision support to the Project Office.
- Address decisions related to scope, design, schedule, and budget and either resolve or further escalate with communications to the Project Office.

GUC expects the selected implementation partner to fully participate in the Project Office and Executive Sponsor roles and meetings.

Project Team and Key Resources

GUC understands that perhaps the greatest success criteria for large, complex projects are the quality and experience of the people selected to work on the project team. The project manager and work stream leads must be seasoned experts who have been in these roles for previous implementations of the proposed solution, and who will be available continuously for this project during the full period of such person's role in the project plan. A team of a project manager and work stream leads that have worked together on previous projects is ideal. The resumes of proposed resources will not count towards the page limitation.

Resource alignment between the Respondent and GUC teams is key to scheduling. Provide expectations of the GUC team including roles, responsibilities, and high-level project assignment hours.

Change Order Management

Provide proposed change order management process. If change requests come up that were not part of the original scope of the project, how are they handled?

Upgrade Methodology

Describe your approach to the upgrade. What are the high-level tasks? How many iterations?

GUC will be involved in configuration and remediation of problems and issues. First iteration of configuration will be provided by selected partner. Additional configuration iterations will be performed by GUC Functional and Support Staff to gain a greater understanding of the system configurations and modules.

Our Subject Matter Experts and IT Support Team have daily operational work which they will continue to be responsible for during the upgrade. What is your Project Resource Plan estimate for GUC resources? What percentage of time will GUC resources need to devote to the upgrade project?

GUC will assign a project manager. The Consulting firm's project manager will provide project oversight on consulting resources.

Change Management

Provide proposed change management process. How does your company work with customers to make the transition to CCS? What documentation will be provided? What training will be provided include topics and hours?

Project Plan

Please provide a detailed sample project plan with an accurate estimate duration, identify the critical path, milestones for payment and all phases from project kick off to post project support. Other than basic smoke tests, GUC will be responsible for scheduling and executing all end-to-end system testing. Based on GUC's research, we anticipate a project schedule of 14-18 months, but are open to alternative proposed schedules with appropriate justification. The sample project plan will not count towards the page limitation.

Provide detailed upgrade plan that includes GUC and your consultant resources and project timelines. Project timeline should run across 2 budget years to spread milestone payments across both years. The budget years are FY22-23 and FY23-24. Indicate the location of the resources (on-shore, off-shore or on-site) for the task and/or phase.

Proposed Costs

Provide your cost for the proposal on the Proposal Worksheet and attach any proposed fee schedule. Your proposal must include a fixed price option as well as a time and materials proposal with a **not to exceed price**. Both options should contain a contingency amount. It is important that you provide your fee schedule so that GUC can evaluate your proposal.

Required Forms and Adherence to GUC Policy and Other Requirements

The Respondent must fill out all the forms included in this RFP and return them with your proposal. Failure of the Respondent to provide any of the required forms may result in your proposal being rejected for non-responsiveness. These required forms will not count against the maximum page count (indicated above) for your response.

Evaluation Criteria

Prior to contract award, GUC must be assured that the Respondent selected has all the resources required to successfully perform under the contract. This includes, but is not limited to, personnel with skills required, equipment/materials and financial resources enough to provide services called for under this contract. If during the evaluation process, GUC is unable to assure itself of the Respondent's ability to perform under the contract, if awarded, GUC has the option of requesting from the Respondent any information that GUC deems necessary to determine the Respondent's capabilities. If such information is required, the Respondent will be notified and will be permitted five (5) working days to submit the requested information.

In awarding the contract, GUC will evaluate several factors in combination. Please make sure you have submitted responses to all items listed in the Submission Requirements section.

Selection Procedure

All proposals received by the deadline which meet the RFP's requirements will be presented to the evaluation committee comprised of GUC staff. The evaluation committee will evaluate the proposals and score all submissions according to the evaluation criteria above. The selection process may include interviews (at the discretion of the evaluation committee) for the top-scoring submissions. If interviews are to take place, GUC will notify the top scoring Respondents. Interview details and scoring requirements will be provided to selected Respondents prior to the interviews.

Additional Provisions

The terms "Company", "Consultant", "Contractor", "Proposer", "Respondent", "Seller", "Supplier", and "Vendor" whenever appearing in this RFP or any attachments, are used interchangeably to refer to the company or firm submitting a proposal in response to this RFP.

GUC's Legal Name and Jurisdiction

Greenville Utilities Commission (GUC) is legally known as the Greenville Utilities Commission of the City of Greenville, North Carolina. Acting by and through its Board of Commissioners. GUC is an independent business in the city of Greenville, North Carolina. GUC has exclusive control and management of all GUC facilities and properties. GUC issues Purchase Orders under the name Greenville Utilities Commission.

Ownership of Proposal

All rights to information developed, disclosed, or provided in a Proposal and its attendant submissions are the property of GUC, unless a Respondent makes specific reference to data that is considered proprietary. To the extent that a Respondent does not make specific reference to data that is considered proprietary, submission of an RFP constitutes the Respondent's express (a) grant and assignment of a perpetual, transferable (in whole or in part), non-exclusive royalty-free license to GUC for copyright, patent, or other intellectual property right (collectively referred to as "intellectual property"), and (b) agreement that GUC may use any such intellectual property without charge for any lawful purpose in connection with other GUC development projects, including without limitation the creation of derivative works and issuance of sublicenses.

Reimbursable Expenses

All expenses incidental to performing Consultant's Basic Services including, but not limited to, reproduction of documents and other materials associated with Respondent's deliverables and presentation materials; transportation and subsistence; telephone, computer, facsimile, or other similar costs; and the like, shall be included within the Contract Price.

GUC's Right to Modify

Respondents are advised that GUC has not incurred any obligations or duties in soliciting this Request for Proposals. GUC, at its sole discretion, reserves the right to reject any or all proposals submitted in response to this RFP; to request additional information or clarification of information submitted; to cancel or modify, in part or in its entirety, this RFP; to request new RFPs or pursue any other means for obtaining the desired services; to waive any informalities or minor irregularities in the RFP, and other inconsequential deviations from the RFP's requirements.

Cost of Preparing a Response

All costs for developing a response to this RFP and attending any proposal meetings or selection meetings are entirely the responsibility of the Respondent and shall not be chargeable to GUC.

Respondent's Relationship

The Respondent's relationship to GUC shall be that of independent contractor and not deemed to be agent of GUC.

False Statements

False statements in a proposal will disqualify the proposal.

Taxes

The Respondent will be responsible for all Federal, State, and Local taxes.

Grade of Service

The Respondent must provide professional service and maintain appropriate personnel to provide expedient and courteous service.

The Respondent's Liability

The Respondent shall be responsible for any and all damages to GUC's premises, including damages resulting from the negligent acts or willful misconduct of the Respondent's agents or employees.

Amendments

GUC may, at its sole discretion, issue amendments to this RFP at any time before the time set for receipt of proposals. The Respondents are required to acknowledge receipt of any amendments (addenda) issued to this RFP by acknowledging the Addendum in the space provided on the RFP Acknowledgement and Signature Form. GUC shall not be bound by any representations, whether oral or written, made at a pre-proposal, pre-contract, or site meeting, unless such representations are incorporated in writing as an amendment to the RFP or as part of the final contract. All questions or requests for clarification concerning material terms of the contract should be submitted in writing for consideration as an amendment.

Withdrawal or Modification of Offers

The Respondent may modify or withdraw an offer in writing at any time before the deadline for submission of an offer.

Acceptance

Any offer received shall be considered an offer which may be accepted or rejected, in whole or in part, by GUC based on initial submission with or without discussions or negotiations.

Representations

No representations or guarantees of any kind, either made orally, or expressed or implied, are made regarding the matters contained in this document, including any attachments, letters of transmittal, or any other related documents. The Respondent must rely solely on its own independent assessment as the basis for the submission of any offer made.

Award Consideration

GUC shall not be bound to accept the lowest-quote fee and will award the contract (if any) to the company/firm selected through the competitive process (and any subsequent interviews) outlined in this RFP.

Contract Termination

GUC may terminate the agreement (and or contract) with the Respondent on thirty days- notice for the failure of the Respondent to comply with any term(s) of the agreement/contract between GUC and the Respondent.

Security

If selected, vendor must complete the GUC provided security assessment. Access to GUC systems will be provided when the contractor is selected, has passed the security assessment, and onboarded.

RFP Acknowledgement and Signature Form

RFP No.: 22-33, Oracle Customer Care and Billing to Oracle Cloud Customer Service

The undersigned having carefully examined the location of the proposed work, the local conditions of the place where the work is to be done, the Invitation, the General Conditions, the Specifications and all of the documents for this project, proposes to enter into a contract with Greenville Utilities Commission in Greenville North Carolina perform the work listed in this RFP, including all of its component parts, and to furnish any and all required labor, materials, equipment, insurance, bonding, taxes, transportation and services required for this project in strict conformity with the plans and specifications prepared, including any Addenda, within the time specified.

Addendum Acknowledgement:

The following addendum (addenda) is (are) acknowledged in this RFP: _____

Acknowledgement and Signature:

1. No Proposal is valid unless signed in ink by the person authorized to make the proposal.
2. I have carefully read, understand and agree to the terms and conditions on all pages of this RFP. The undersigned agrees to furnish the services stipulated in this RFP.

Respondent's Name and Title:

Company Name: _____

Address: _____

Telephone: _____ Fax: _____

Email: _____ Cell Number: _____

Contractor License # (if applicable): _____ Expiration Date: _____

Federal Tax Identification Number: _____

Authorized Signature: _____ Date: _____

Decline RFP:

We **do not** wish to submit a Proposal on this Project. Please state your reason below. Please also indicate if you would like to remain on our Supplier list.

Reason: _____

Company: _____ Address: _____

Name: _____ Signature _____ Date: _____

Proposal Worksheet

RFP No.: 22-33, Oracle Customer Care and Billing to Oracle

All suppliers must fill out the following tables (as shown below). All costs must be listed. Cost areas correspond to Scope of Services, Upgrade Objectives. Your proposal must contain a Fixed pricing cost and a time and materials breakdown with a not to exceed price and contingency clause.

Cost Summary

Task	Upgrade Objectives	# of Days	Cost Estimate	Notes
1	Configure Oracle Customer Cloud Service			
2	New Features/Functionalities/ Improved Business Processes			
3	Documentation & training			
4	Data Conversion			
5	Data Retention Strategy			
6	Reports			
7	Testing Accelerator (OUTA)			
8	Middleware Planning and Approaches			
9	Post Upgrade Support (minimum 3 months)			
10	Oracle SR Management and Assist Hours			
11	Other Cost (please specify)			
	Total Not to Exceed Price (\$):			

Task	Upgrade Objectives	# of Days	Cost Estimate	Notes
1	All-inclusive Fixed Price for Above Components			

For **EACH** of the above Tasks, please provide details in a table similar to the one below delineating the cost breakdown by consultants, time/number of days and expenses. Include the major tasks, each consultant (with their role), the number of days (or time) needed, cost for each, and any expenses

related to the Task. Make sure the costs detail adds up to the **Total Not to Exceed Price** noted in the Cost Summary table (above).

Detail Breakdown of Each Task				
Task	Consultants	# of Days	Cost Estimate	Notes
1a	<consultant 1> <consultant 2> <add more as needed> <expenses>			
1b	<consultant 1> <consultant 2> <add more as needed> <expenses>			
1c	<consultant 1> <consultant 2> <add more as needed> <expenses>			
Make sure you provide a row for each task in the table.				

Please list your team members' hourly rate:

Position Title/Role	Hourly Rate

The hourly rate is only for GUC's information in case we need to add any additional scope of work.

Respondent Name: _____ Title: _____

Company Name: _____

Authorized Signature: _____ Date: _____

Terms and Conditions

GUC reserves the right to reject all proposals or accept such proposals, as appears in its own best interest, and to waive technicalities or irregularities of any kind in the proposal. GUC is not obligated to accept the lowest cost proposal.

Conflict of Interest

In general, conflicts of interest relate to the potential for self-gain usually, but not always, of a fiscal nature. Potential for self-gain can serve to undermine the judgment or objectivity of vendors providing consultation services. A potential or actual conflict of interest exists when commitments and obligations to GUC are likely to be compromised by a vendor's other interests or commitments, especially economic, particularly if those interests or commitments are not disclosed. Not all conflicting interests are necessarily impermissible. Timely and complete disclosure of potential conflicts of interest may be a satisfactory remedy and protects the consultant from suspicion and accusations of breach of professional integrity. Vendors are asked to disclose any situation or relationship that might be regarded as potential conflict of interest with, but not limited to, their expected duties and recommendations as defined in this RFP.

Vendor Incurred Costs

All costs that may be incurred to prepare proposals, attend meetings, attend site inspections, provide requested follow-up information, make formal and informal presentations, and for the entire contract negotiations process if applicable, shall be the sole responsibility of each vendor. GUC is not responsible under any circumstances for reimbursement of any costs that may be incurred by vendors during the proposal preparation, subsequent selection or negotiation stages.

Minority Business Participation Program

GUC has adopted an Affirmative Action and Minority and Women Business Enterprise Plan (M/WBE) Program. Firms submitting a proposal are attesting that they also have taken affirmative action to ensure equality of opportunity in all aspects of employment, and to utilize M/WBE suppliers of materials and/or labor.

Proposal Withdrawal

A Respondent must notify GUC in writing of its request to withdraw a proposal within seventy-two (72) hours after the proposal opening, not including Saturdays, Sundays, or holidays. In order to justify withdrawal, the bidder must demonstrate that a substantial error exists and that the proposal was submitted in good faith.

Affirmative Action

The Provider will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of the handicapped, and concerning the treatment of all employees, without discrimination by reason of race, color, religion, sex, national origin, or physical handicap.

Mediation/Binding Arbitration

In the event of any dispute between the Parties, the Parties agree to submit any dispute to nonbinding mediation before a mutually agreeable Mediator prior to initiating litigation. If the Parties are unable to

agree upon a Mediator within thirty (30) days after demand therefore, either Party may petition a Court of competent jurisdiction for the designation of a qualified Mediator for these purposes. Each Party shall bear its own costs and expenses of participating in the mediation (including, without limitation, reasonable attorneys' fees), and each Party shall bear one-half (1/2) of the costs and expenses of the Mediator. Unless otherwise agreed, the Parties will hold the mediation in Greenville, North Carolina. The matters discussed or revealed in the mediation session shall not be disclosed in any subsequent litigation. In the event the matter is not resolved in mediation, either Party may request arbitration. The parties shall jointly select an Arbitrator, and shall be bound by the decision of the Arbitrator with respect to any dispute between the parties with respect to this Agreement. If the parties are unable to mutually agree upon an Arbitrator, the Parties shall each select an Arbitrator, and the two Arbitrators so selected shall select a third Arbitrator, and the decision of the majority of the Arbitrators shall be conclusive and binding upon the Parties. The Parties at all times agree to equally split the costs of any Arbitrator(s) selected in an effort to resolve the dispute between the Parties. Any party desiring to resolve a dispute under the terms of this Agreement shall notify the other Party in writing, and the Parties shall seek to agree upon a mutually agreed upon Arbitrator within a period of ten (10) days from the date of such written demand. If the Parties are unable to agree within such ten (10) day period, the Parties shall each select an Arbitrator, and the two (2) Arbitrators so selected shall select a third Arbitrator within fifteen (15) days from the date of the written demand for arbitration, and a decision shall be rendered by the Arbitrator(s) so selected within five (5) days after such Arbitrator(s) is selected.

Indemnity Provision

Provider agrees to indemnify and save GREENVILLE UTILITIES COMMISSION of the City of Greenville, Pitt County, North Carolina, and the City of Greenville, North Carolina, its co-owners, joint ventures, agents, employees, and insurance carriers harmless from any and all losses, claims, actions, costs, expenses including reasonable attorney fees, judgments, subrogations, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property of whatsoever nature of any person arising out of or incident to the performance of the terms of this Contract by Provider, including, but not limited to, Provider's employees, agents, subcontractors, and others designated by Provider to perform work or services in, about, or attendant to, the work and services under the terms of this Contract. Provider shall not be held responsible for any losses, expenses, claims, subrogations, actions, costs, judgments, or other damages, directly, solely, and proximately caused by the negligence of Greenville Utilities Commission of the City of Greenville, Pitt County, North Carolina. Insurance covering this indemnity agreement by the Provider in favor of Greenville Utilities Commission of the City of Greenville, Pitt County, North Carolina, shall be provided by Provider.

Governing Laws

All contracts, transactions, agreements, etc., are made under and shall be governed by and construed in accordance with the laws of the State of North Carolina.

Administrative Code

Bids, proposals, and awards are subject to applicable provisions of the North Carolina Administrative Code.

Uniform Guidance

Contracts funded with federal grant or loan funds must be procured in a manner that conforms with all applicable federal laws, policies, and standards, including those under the Uniform Guidance (2 C.F.R. Part 200).

COVID19

Notwithstanding anything else in this Contract, while federal, state, or local state(s) of emergency are in effect, or when a public health emergency has been declared, Contractor shall comply with all guidance and recommendations of the Centers for Disease Control, the State of North Carolina, Pitt County, unless mutually agreed to by GUC and Contractor.

Notices

Notices to the Parties should be sent to the names and addresses specified below:

Cleve Haddock, CLGPO
Procurement Manager
Greenville Utilities Commission
P.O. Box 1847
Greenville, NC 27835-1847

E-Verify Form

Letter of Compliance to E-Verify for Greenville Utilities Commission. Please complete the form below.

1. I have submitted an RFP for contract or desire to enter into a contract with the Greenville Utilities Commission of the City of Greenville, NC;
2. As part of my duties and responsibilities pursuant to said RFP and/or contract, I affirm that I am aware of and in compliance with the requirements of E-Verify, Article 2 of Chapter 64 of the North Carolina General Statutes, to include (mark which applies):
3. After hiring an employee to work in the United States I verify the work authorization of said employee through E-Verify and retain the record of the verification of work authorization while the employee is employed and for one year thereafter; or
4. I employ less than fifteen (15) employees in the State of North Carolina.
5. As part of my duties and responsibilities pursuant to said RFP and/or contract, I affirm that to the best of my knowledge and subcontractors employed as a part of this RFP and/or contract, are in compliance with the requirements of E-Verify, Article 2 of Chapter 64 of the North Carolina General Statutes, to include (mark which applies):
6. After hiring an employee to work in the United States the subcontractor verifies the work authorization of said employee through E-Verify and retains the record of the verification of work authorization while the employee is employed and for one year thereafter; or
7. Employ less than fifteen (15) employees in the State of North Carolina. Specify subcontractor:
(Company Name)

By: (Typed Name)
(Authorized Signatory)
(Title)
(Date)

It is certified that this Proposal is made in good faith and without collusion or connection with any other person submitting a proposal on these services. It is also certified that this proposal is made in good faith and without collusion or connection with any GUC employee(s).

Certified check or cash for \$ N/A or bid bond for \$ N/A attached.

Firm Name _____ Phone (____) _____

Address _____

City _____ State _____ Zip Code _____

Fax (____) _____ E-Mail _____

Authorized Official _____ Title _____

Typed Name

Signature

Date

Your Proposal should be received no later than June 15, 2022, 3:00PM (EDST)