

Gazifère CIS Replacement Initiative: Project Charter for the Vendor Selection Phase

Project Number: _____

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Revision History

Version	Date	Author(s)	Revision Notes
1.0	March 19, 2007	Clyde Pinto and Arthur Young	First draft created and ready for review
2.0	April 2, 2007	Clyde Pinto and Arthur Young	Feedback from Gazifère incorporated

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Executive Summary

This Project Charter has been developed for the vendor selection phase of the Gazifère Customer Information System (CIS) replacement initiative.

At the end of this phase of the initiative, Gazifère will have selected a CIS package and signed a contract with the CIS vendor. Gazifère will also have developed a blueprint for subsequent phases of the CIS project.

Key activities during this phase include gathering of requirements, developing and issuing the RFP, evaluating vendor solutions according to an objective and proven methodology to pick one or more finalists, detailed solution scoping to finalize vendor estimates, contract negotiations with the chosen vendor, and development of an instalment blue-print.

A core team of three Gazifère subject matter experts will be needed, along with support from an extended team composed of internal and external stakeholders to fill in gaps in knowledge and experience of the core team. TMG consulting will facilitate the vendor selection process and work closely with the core team as part of this process

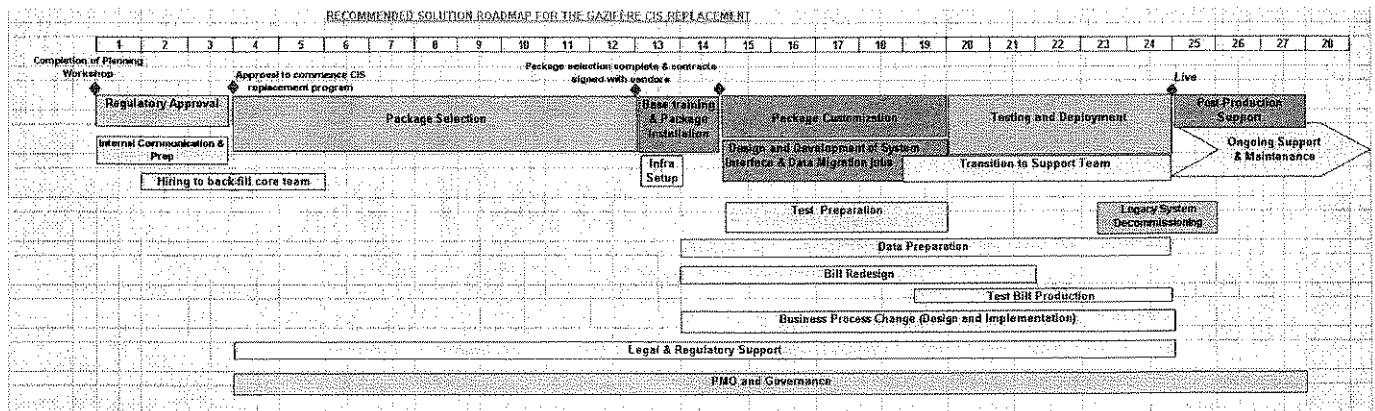
It is expected that Gazifère will need to hire and/or reassign people within the organization to back-fill for personnel that will be staffed on various phases of the CIS replacement initiative.

The recommended governance structure constitutes several part-time roles including a Gazifère Program Manager to manage the project, a Program Sponsor as the central point of escalation, an Executive Steering Committee, and a QA/Advisory role as support for project reviews and risk management. Coordination with EGD's CIS program is strongly recommended due to the inter-dependencies between the projects and the opportunity for Gazifère to leverage some of the lessons and best-practices that have been learned from EGD's CIS efforts.

The overall timeframe for the vendor selection phase is expected to be 9 months. The estimated cost of the vendor selection phase of the project is \$650,000 including out-of-pocket expenses.

Gazifère intends to seek approval from the Régie for recovery of overall CIS replacement costs prior to initiating the vendor selection phase.

Assuming a 9-month cycle for the vendor selection phase, the following picture depicts our best sense at this time of the overall timeframes for the CIS replacement initiative.



The end-to-end timeframe to seek board approval, select a vendor, and implement the solution is expected to be 24 months from the date of completion of this report.

1. Background & Context

Gazifère currently leverages Enbridge Gas Distribution's Customer Information System (CIS) and related outsourced services from Accenture Business Services for Utilities (ABSU) to meet its customer billing requirements.

Because EGD has decided to replace its CIS, Gazifère must decide if it wishes to maintain this current arrangement, or to meet its requirements in some other way. Specifically, Gazifère must weigh the cost and benefits of participating in developing the new EGD CIS against the cost and benefits of other CIS alternatives. These alternatives include: implementation of a CIS solution specifically for Gazifère's needs, joint implementation of a CIS solution with one or more utilities, or outsourcing the CIS function along with related billing services to another party.

In June 2006, TMG Consulting and InQvis Inc conducted a study on behalf of Gazifère to further explore and compare various CIS replacement options. This study also provided a high level estimation of the costs, timelines, critical success factors and risks that should be expected for such a replacement effort. The study reviewed Gazifère's current CIS-related business functions at a high level, systems used to carry out these functions, and the interdependencies between these systems. It also analyzed, at a high level, the functional requirements of a new information system and the technical architecture of the system. This provided a basis to evaluate approximately eight CIS replacement options.

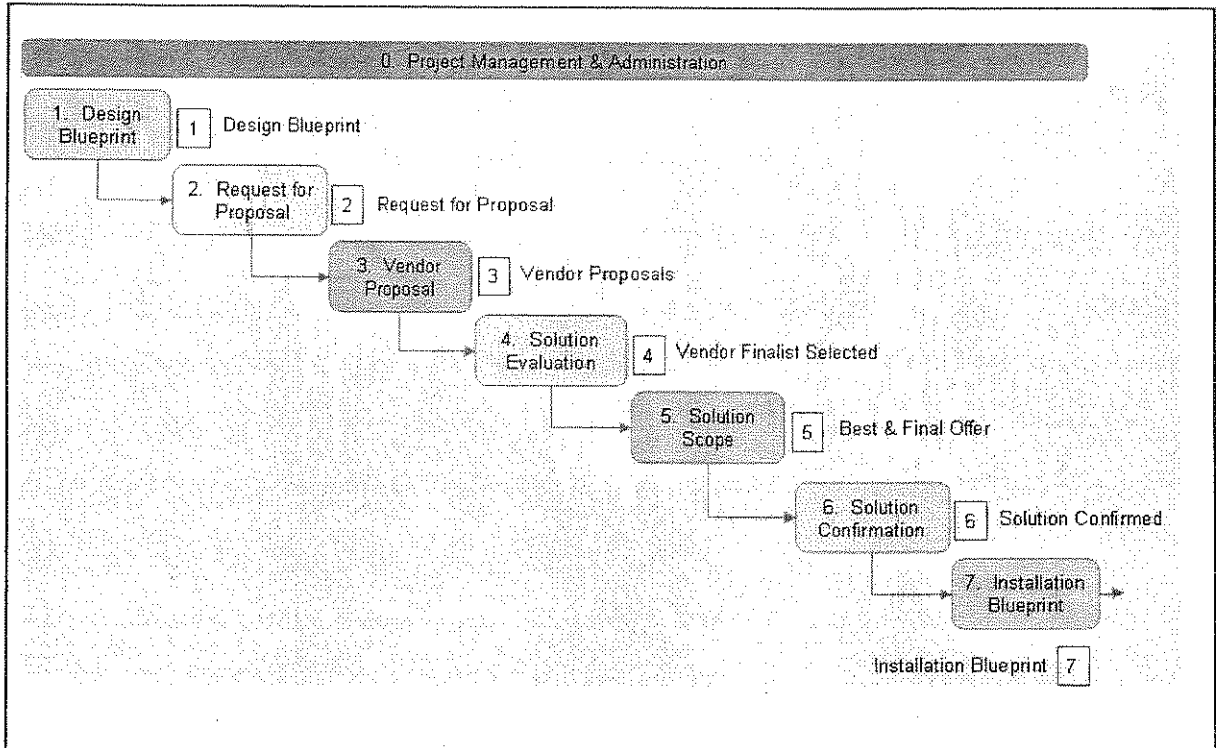
The analysis led to the following conclusions:

- Gazifère should procure a mid-range or high-end CIS commercial package and customize the package for its needs.
- The option of leveraging the new EGD CIS should not be pursued.
- The new CIS should be hosted either internally or by a third party.
- The cost of developing this solution is estimated as:
 - One-time initial costs: Approximately \$3.53 million
 - Cost for first year in production: \$470K
 - Annual cost for subsequent years: \$320K
- These costs do not include other operational costs such as those required for bill production and postage or for payment processing.
- Approximately 19 months will be required to implement the solution, followed by three months of post-production support.
- The first phase of the implementation effort would be a package selection phase during which the detailed functional and technical requirements of the software would be specified and a commercial CIS package would be selected.
- The actual cost and time required may vary from the above estimates by plus or minus 20%. A more precise estimate will emerge from the package selection phase.

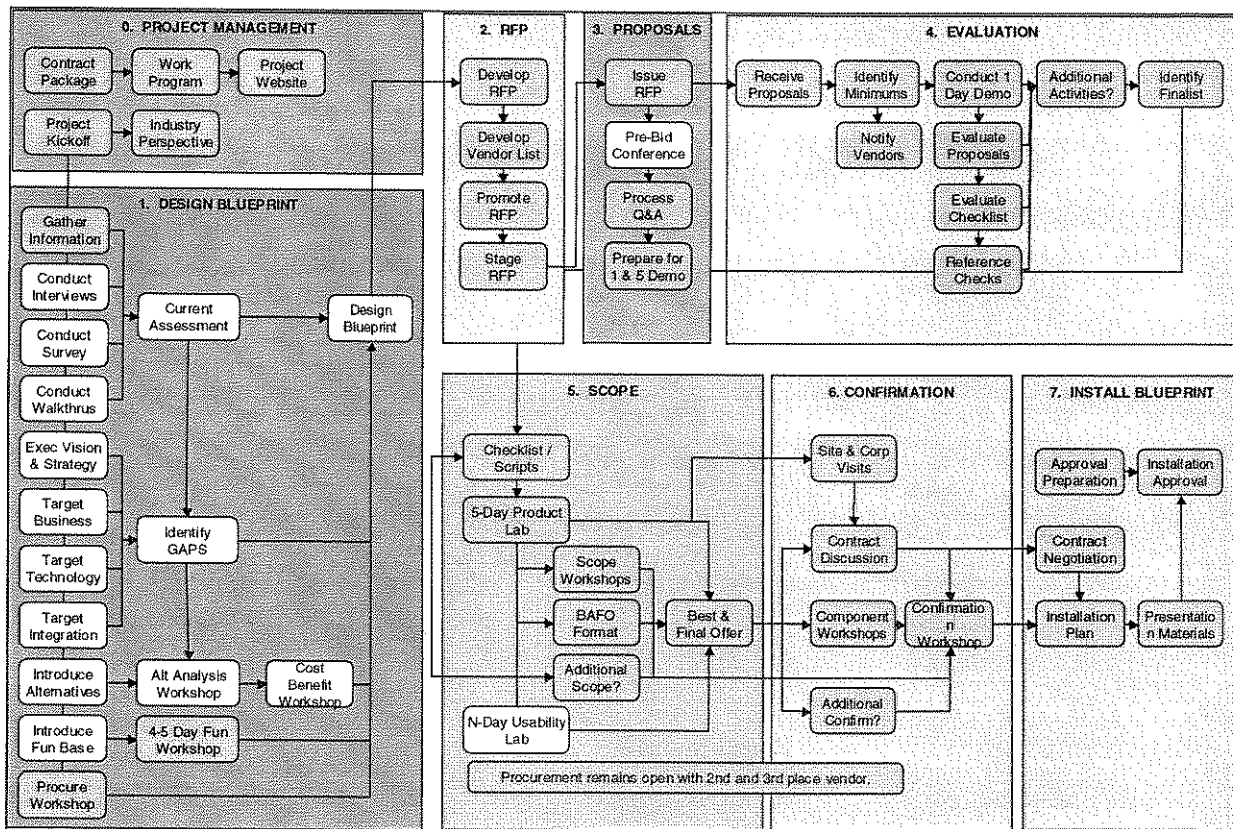
In February-March 2007, TMG Consulting and InQvis were once engaged to conduct a planning exercise with Gazifère. The primary objective of this effort was to develop a detailed plan or "Project Charter" for the Vendor Selection phase of the CIS replacement project. The rest of this document presents the outputs of this exercise.

2. Approach for the Vendor Selection phase

The vendor selection project will be implemented using a methodology developed by TMG Consulting that has been applied successfully on a large number of CIS selection projects. This methodology consists of seven major steps, as shown in the following figure.



The following figure depicts the selection process in greater detail. Activities shown in rounded rectangles with a white background are not applicable to Gazifère's situation, only activities shaded in yellow will need to be performed as part of the vendor selection process.



Appendix A describes each of the steps in the process in further detail.

3. Scope

There are several choices that have to be made as part of planning the CIS replacement program:

- CIS Package Product: Which package will be used?
- Systems Integration services for installing, configuring and customizing the package to meet requirements: Will the services be managed and performed by internal staff, professional services staff from the package vendor, a systems integration vendor, or some combination of these three options?
- Hosting of the application: Who will host the infrastructure for the new system?
- Interface development: Who will develop the interfaces of the new CIS with interdependent legacy systems?

- Billing and payment processing services: Who will provide billing and payment processing services when the new CIS is in place? In the current model, ABSU provides these services for Gazifère.
- Application Support & Maintenance: Who will provide technology application and support for the new CIS system once it is in a production environment?

The strategy to approach each of these choices will determine the scope of the vendor selection phase of the Gazifère CIS replacement effort.

For the purpose of this project, the following are the key recommendations around the scope of the RFP that will be used as part of the vendor selection phase:

- **What's in the scope of the RFP to be issued in the vendor selection phase?**
 - CIS Package Product
 - Systems Integration services for installing, configuring and customizing the package to meet requirements
 - Hosting of the application (As an optional element of the RFP)
 - Development of data interfaces directly in and out of the new CIS system (i.e. interfaces up to a defined demarcation point)
- **What's not in scope of the RFP to be issued in the vendor selection phase?**
 - Any changes to EGD's systems or current data interfaces that might be needed to specifically support the new Gazifère CIS
 - Since these changes are to be made to EGD's systems, they will need to be implemented by EGD. However, the costs will have to be borne by the Gazifère CIS project
 - Billing and payment processing services
 - This might need to be addressed through a separate RFP process, beyond the scope of the CIS vendor selection phase
 - Other customer Care services (such as call-centre)
 - Gazifère will continue to deliver these services in-house
 - Meter reading services
 - MET will continue to provide Gazifère with these services
 - Technical Application Support & Maintenance
 - At this point in the process, it is difficult to estimate the degree to which technology support services will be needed for the core package itself, but technology support services will most likely be needed for support of the data interfaces in and out of the new CIS
 - Such services should be solicited as an optional item in the scope of the RFP
 - If not included in the RFP, detailed estimation of the extent of support effort needed, and decision on how these services will be performed will be done after completion of the vendor selection effort

The detailed scope of services that will be put out to bid will be finalized in the early stages of the vendor selection project.

4. Deliverables

The following is a list of deliverables that will be produced through the vendor selection phase:

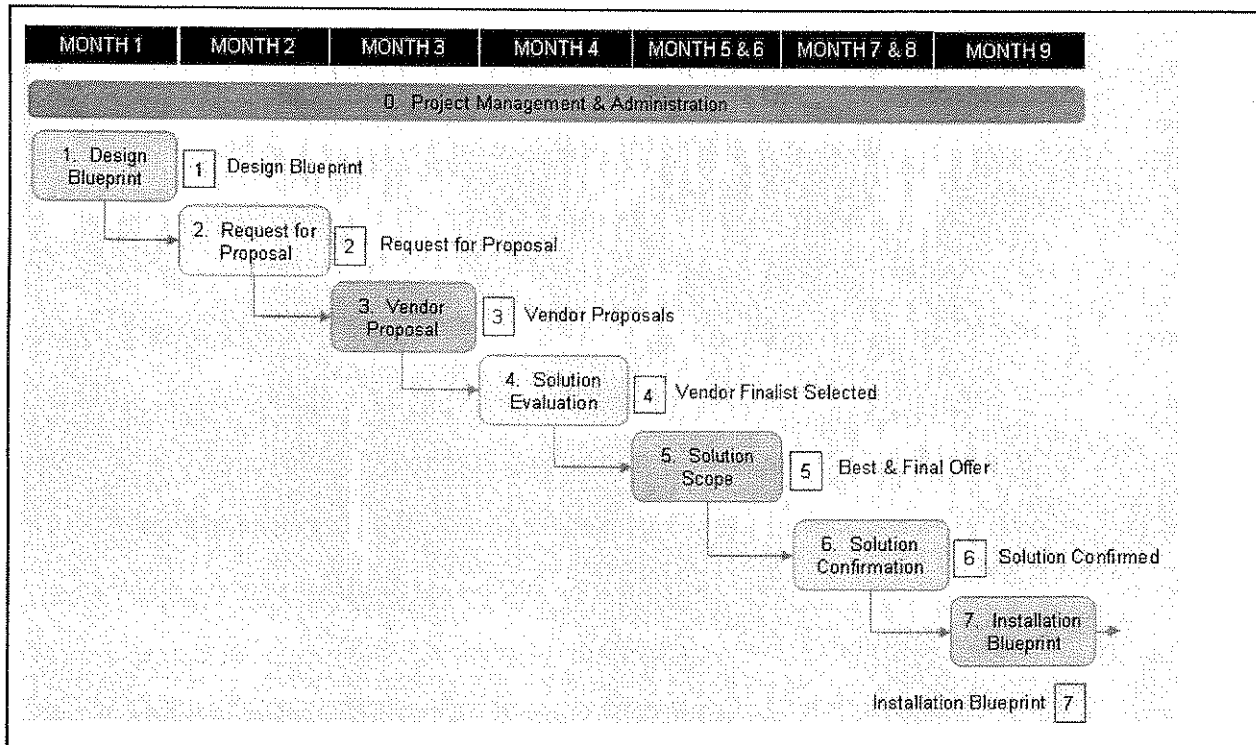
- Gazifère CIS Requirements
- Procurement Strategy
- Business scripts

- Evaluation tools
- RFP document
- Vendor Responses
- Completed Evaluation worksheet
- Best and Final Offer
- Site visit and corporate office write-ups
- Contract package
- Installation blueprint
- Final presentation package

In addition to the deliverables listed above, all interim documents created through the selection process should also be included.

5. Project Plan and Milestones

The following picture depicts how the major activities described in the approach section fit on a timeline. Since the actual date for the commencement of the project has not yet been established, the time line for the project is shown relative to the project start date.



The targeted duration for completion of the vendor selection phase is 7 months. However, for planning purposes, an extra two months has been added as a general planning risk contingency to account for unanticipated delays or longer-than-expected turnaround for activities such as contract negotiation. The planned duration of the project is thus estimated to be 36 weeks.

The table below shows the major milestones and deliverables:

Milestone / Major Deliverable	End of week no.
Design Blueprint complete	4
Request for Proposal issued	8
Vendor proposals received	12
Vendor finalists selected	16
Best and Final Offer received	24
Solution scope confirmed	30
Installation Blueprint approved; project ends	36

The following table provides a more granular view of the project activities, along with an estimate of the total number of hours that would need to be spent between the facilitators (TMG) and the core team (Gazifère staff).

Activity	Start week no.	End week no.	TMG Effort (hours)	Gazifère Effort (hours)
0.0 Manage Project	1	31	46	50
1.0 Design Blueprint				
Gather Business, Technical, System Information	2	4	24	24
Identify Functional Requirements	1	3	42	126
Identify Procurement Requirements	1	1	4	24
2.0 Create Request For Proposal				
Draft RFP	5	5	68	20
Review RFP	6	8	64	144
Develop RFP Distribution	6	8	24	12
Promote RFP; Stage RFP	8	8	24	16
3.0 Receive Vendor Proposals				
Process Vendor Questions & Answers	10	11	20	40
Prepare Evaluation Documents	10	12	40	40
Receive Vendor Proposals	12	12	4	20
4.0 Evaluate Vendor Solutions				
Identify Business Finalists	13	13	20	22
Conduct 1 Day Demo	13	15	64	84
Evaluate Proposals	13	15	56	168
Conduct Reference Checks	13	15	14	22

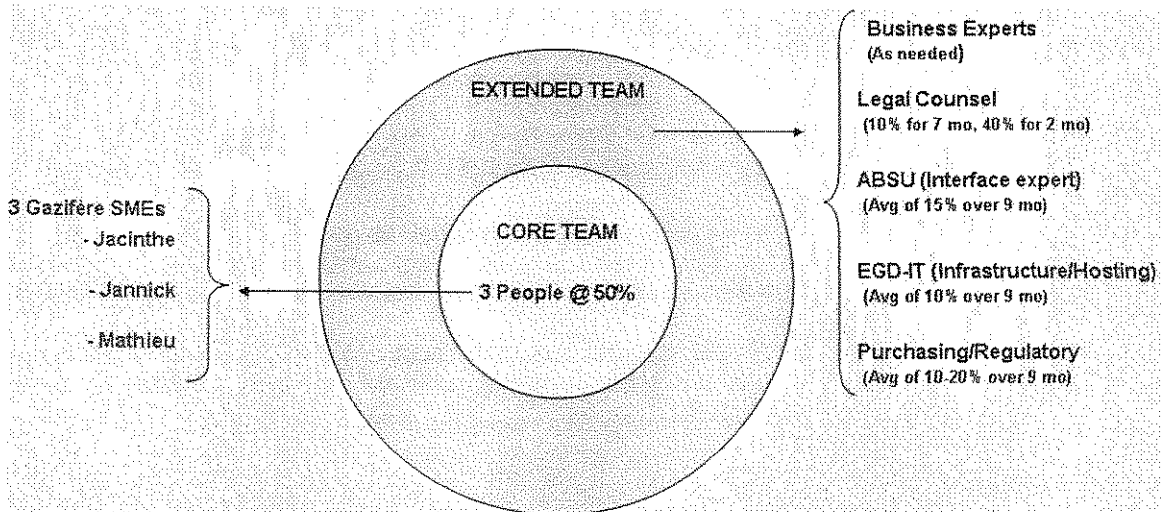
Activity	Start week no.	End week no.	TMG Effort (hours)	Gazifère Effort (hours)
Evaluate Requirements Checklist	15	15	42	2
Conduct Additional Evaluation Activities	15	15	2	2
Identify Finalist	16	16	30	36
5.0 Solution Scope				
Conduct 5-Day Product Review	16	18	88	166
Confirm Solution Scope	19	19	52	52
Conduct Additional Scoping Activities	20	20	2	2
Develop Best & Final Offer (BAFO)	19	20	28	28
6.0 Solution Confirmation				
Develop Vendor Installation Components	21	21	24	8
Develop Utility Installation Components	21	23	40	56
Develop 3rd Party Installation Components	22	23	24	8
Develop Contracts	21	21	4	4
Conduct Site Visits	21	24	54	138
Conduct Corporate Office Visit	24	24	28	30
Conduct Additional Confirmation Activities	24	24	2	2
Conduct Confirmation Workshop	24	24	20	36
7.0 Installation Blueprint				
Review Contracts	25	27	92	292
Negotiate Contracts	27	27	26	122
Finalize Contracts	27	27	18	18
Issue Installation Plan	25	27	60	60
Prepare For Approvals	25	27	8	14
Develop & Submit Materials	25	27	36	72
Seek Executive Approval	28	28	50	108
Seek Council / Board Approval	28	28	18	44
Sign Contracts	29	29	6	24
TOTAL EFFORT	1	29	1,284	2,148

6. Project Team Organization

There are essentially four categories of resources, or roles that are needed for the vendor selection phase:

- **Process Facilitators**
 - These are resources that will guide Gazifère through the vendor selection process. Among other things, this includes documenting the RFP, administering the RFP process, facilitating the evaluation effort, and providing advice as needed.
 - This role will be played by 1 full-time equivalent (FTE) from TMG consulting
- **Core Evaluation team**
 - This is a working team of Gazifère people that will define the business requirements for the RFP, evaluate the vendor proposals, and recommend a finalist
 - This is expected to be a 3-person team of Gazifère personnel that is primarily dedicated to the project
 - Collectively, this group should have the bulk of the business context as well as Gazifère-specific working knowledge and experience that sufficiently spans the breadth of most of the CIS functional requirements
 - Customer care services
 - Billing and payments
 - Credit and collections
 - Account management
 - Premise info management
 - Rate management
 - Marketing/sales
- **Extended team**
 - This is a group of people that will need to be consulted part-time throughout the vendor selection process
 - Extended team members have to collectively fill in the gaps in areas that the core team cannot adequately fill
 - IT infrastructure/hosting requirements
 - System interfaces
 - Legal/contractual requirements
 - Regulatory
 - Detailed knowledge of business processes (as needed)
 - The group will be composed of knowledgeable subject matter experts from Gazifère, as well as external parties from Gazifère, ABSU and EGD. These experts will augment the subject matter expertise of the core team. Their time will only be leveraged as needed by the project.
- **Governance team**
 - This is a team of people, on a part-time basis, that will monitor progress, address risks and issues, provide oversight, and provide key decisions to enable an effective vendor selection process

Based on the project approach described above, the following picture depicts the recommended composition of the vendor selection team:

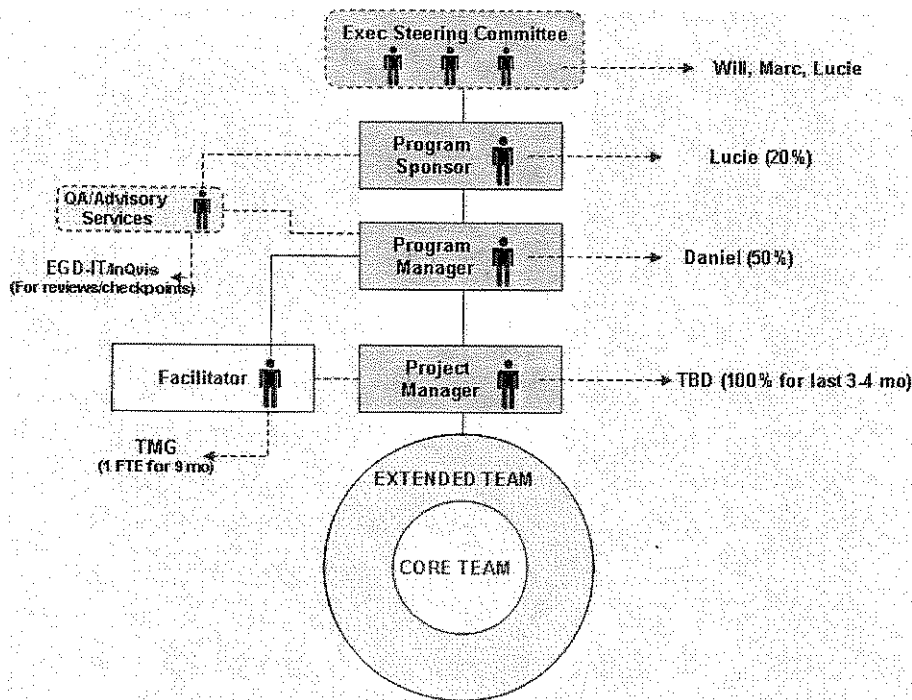


7. Governance

A good management structure and set of governance processes is critical for the success of a project of this nature. The role of good governance is to ensure that the project team has access to all the required resources (human and capital), provide timely decisions, manage risks, effectively communicate and coordinate with various stakeholder groups that are impacted by the project.

7.1 Governance Structure

Based on best-practices and lessons learned, the following is the recommended governance structure. The structure that has been recommended addresses the needs of the vendor selection project, and also establishes the initial ground-work to support governance of subsequent phases of the CIS replacement initiative.



The picture above depicts the various roles that are recommended within the governance structure, and some of the specific individuals who are targeted to play those roles.

The following is a description of each of the governing bodies that are recommended in the governance structure:

(a) Executive Steering Committee

- Composition:
 - Chair : Program sponsor
 - Other participants:
 - General Manager of Gazifère
 - Director, EGD-IT

- Other, as needed
- Key Responsibilities
 - Review and approve status of the project
 - Review and approve budget, scope and schedules
 - Review and approve material changes to budget, scope and schedules
 - Provide key decisions related to mitigation of issues and risks escalated
- This group should meet at regularly scheduled intervals (once every 6 weeks), or around key project milestones

(b) Program Sponsor

- This is the single point of accountability and escalation, accountable for all aspects of successful delivery of the CIS program, including scope, budget and timelines
- Key Responsibilities
 - Monitor overall status/progress of the project
 - Provide key decisions related to mitigation of issues and risks escalated by Program Manager
 - Chair the Executive Steering Committee meetings
 - Ultimately accountable for all project-related communication to stakeholders external to the project team, including the Régie
 - Management of senior-level vendor relationships
 - Communication to Gazifère Executive Team
- The Program Sponsor should have regular checkpoints with the Program Manager and the Executive Steering Committee.

(c) Program Manager

- Provides day-to-day senior leadership and management of the overall CIS replacement program
- Key Responsibilities
 - Accountable for procuring Gazifère staff for various phases of the CIS program
 - Ensure solution meets business needs
 - Accountable for effective management of scope, budget, timelines
 - Project-related communication to all stakeholders
 - Manage vendor relationships at the vendor Account-Manager level
 - Point of escalation for the Project Manager
- The Program Manager should have regular checkpoints with the Program Sponsor and Project Manager

(d) Project Manager

- Central point of coordination and leadership for all tracks of work related to delivery of the CIS program
- This role primarily requires IT project management skills. This is a role that Gazifère will most likely need to hire for with the long-term intention of providing day-to-day leadership of the overall CIS replacement program beyond the vendor selection phase. The more expensive alternative is to use an external contractor.
- Though the Project Manager will be critical for project activities beyond the vendor selection phase, the process of ramping up on the business and project background should start early, i.e. 3-4 months prior to the end of the vendor selection phase
- Key Responsibilities (in the last 3-4 months of vendor selection phase)
 - Primarily engaged in training and ramping up on the business context and vendor selection project activities
 - Assistance with coordination activities
- Key Responsibilities (beyond the vendor selection phase)
 - Overall Program Planning

- Tracking & reporting of Program Budget, Scope and Schedule
- Program Risk Management
- Day to day senior management of all tracks of work related to project delivery
- Regular meetings with Program Manager

(e) QA/Advisory services

- This is one or more individuals, on a part-time basis, that engage in periodic checkpoints with the project team to review the project, help manage risks, and leverage their experience from the EGD CIS program to review and enhance project outputs
- Key Responsibilities
 - Conduct Health-Checks / Project reviews
 - Review of select deliverables (such as project plans and estimates)
 - Assess risks and suggest mitigations
 - Coordinate with EGD CIS program
- Regular/periodic checkpoints with the program manager and project manager

7.2 Governance Processes

The following is a list of key governance practices that is recommended for the project:

- Executive Steering Committee should meet once every 6 weeks, or coinciding with major milestones of the vendor selection phase
 - Program Sponsor should chair the meeting
- Project status report should be created once every 2 weeks by Program Manager and discussed with Program Sponsor
- Project Health-checks or reviews should be conducted once every 4-6 weeks, or coinciding with major milestones of the vendor selection phase
- Communication should be sent out by the Project Sponsor or Program Manager to Gazifère staff for key milestones of the project
 - 2-3 communications at the least over the course of vendor selection phase: Project initiation, Package selection, Project Completion

8. Key Assumptions and Dependencies

In addition to the scope assumptions described above, the following are some of the key assumptions for the vendor selection project:

- The core evaluation team will be empowered to objectively evaluate and score vendor responses to the RFP. The decision derived from the established scoring process will be accepted by Gazifère's management.
- All team members will meet expectations around time/effort for participation on the project.
- All team members will meet expectations around timeframes for turn-around of tasks such as vendor proposal reviews & scoring.

- As much as possible, business processes will be modified as needed to meet the features of the selected package, i.e. extensive customizations will not be done to the package to adjust to existing business processes since this could add significant effort, complexity, and cost to the CIS replacement effort
- All documentation produced as part of the vendor selection phase will be in English

9. Risk Management

The following is an assessment of risks specific to the vendor selection project, and related mitigations. Based on TMG's experience, these are risks that are commonly encountered in projects of this nature.

Risk	Mitigation
1. Vendor cannot commit resources to meet the schedule	Communicate with vendors early in the process to schedule activities.
2. Utility cannot free resources to work on the project which impacts the schedule.	Free resources and commit them to the project prior to project startup.
3. Approval cycles are lengthy which impacts the schedule.	Understand the approval requirements and accurately identify timeframe. Obtain pre-approvals if possible.
4. Individuals (utility) contest the outcome of the selection.	Obtain buy-in regarding the evaluation categories, criteria, and weights.
5. Vendors contest the process and/or the outcome.	Agree on the approach, publish it, and adhere to it.
6. Utility awards contract based on a vendors low bid.	Engage in detailed solution scoping and confirmation work with the submission of a best and final offer.
7. Contract negotiations are lengthy and impact the schedule.	Start with vendor contracts and TMG redlines. Begin contract review early and engage all parties in the process.
8. Qualified vendors do not submit bids.	Promote the RFP to attract qualified vendors. Do not specify impossible minimums or other requirements e.g. French language as a critical requirement.
9. Cannot develop consensus regarding the best product, solution integrator, or operational platform.	Develop and agree on requirements and evaluation criteria. Take the emotion out of the decision and identify the finalist based on the merits of the solution and how well it fits evaluation criteria.
10. The price, schedule, resource requirements, etc. are outside of anticipated budget parameters.	Work with the vendor during the scoping and confirmation process to identify the solution and work within budget parameters as necessary.

10. Cost Estimates

The cost of executing the vendor selection phase is expected to be CAD \$650,000. The following table summarizes the key elements of the estimate and the related underlying assumptions.

Project Cost Category	Estimated Cost	Remarks
Fees for TMG consulting services	\$168,000	This is a fixed price arrangement based on a fee of USD \$20,000 for facilitation of each of the 7 steps in the vendor selection process. An exchange rate of 1.2 has been assumed to convert USD to CAD.
Costs related to leveraging key Gazifère staff during the vendor selection process	\$200,000	<p>Since active participation from certain key Gazifère personnel with the required subject matter expertise is vital to the success of the project, a certain portion of their time will need to be planned for and secured through the course of the vendor selection project and beyond. Such personnel will need to be temporarily back-filled by new/existing staff for their regular job functions, and effort would need to be spent on related training.</p> <p>The total cost of this is expected to be for 4 Gazifère full-time equivalent personnel for 9 months</p>
Legal fees	\$56,000	These are expected fees for external legal counsel required for description/evaluation of terms and conditions, contract negotiation, and other activities during the selection process that need legal involvement
Fees for ABSU consulting services	\$60,000	These are expected fees for services that will be needed from ABSU, such as documentation of system interface requirements and other related activities where their specific knowledge of the current CIS system and processes is needed during the vendor selection process
Fees for external QA/Advisory services performed by InQvis	\$25,000	These are fees for QA and advisory services that are provided by an external party such as InQvis through the vendor selection process
Fees for EGD-IT consulting	\$15,000	These are fees for services that would be expected to be provided by EGD-IT staff, specifically for activities requiring technical knowledge and evaluation of technology

Project Cost Category	Estimated Cost	Remarks
		hosting requirements
Contingency	\$51,000	This is a project contingency, at about 10% of the above costs, to account for unanticipated project delays or for necessary expansion of the scope of the project
Expenses	\$85,000	These costs are for out-of-pocket expenses that are expected to be incurred, primarily by project personnel for project-related travel
TOTAL	\$650,000	

Please note that all Project Costs are quoted in Canadian dollars. Applicable taxes are not included.

Approvals

Lucie Vandal-Parent,
Assistant General Manager, Gazifère

(Date)

Daniel Laprade,
Manager - Accounting, Analysis & Reports, Gazifère

(Date)

Greg Galluzzi,
TMG Consulting

(Date)

Arthur Young,
InQvis Inc.

(Date)

Clyde Pinto,
InQvis Inc.

(Date)

Appendix A: Vendor Selection Activities

This appendix provides a detailed description of the vendor selection process which will be employed by TMG consulting. It consists of seven major activities, as well as project management.

0. PROJECT MANAGEMENT

The project management activity consists of the following primary tasks:

- 0.0 Project Management** Project management/administration activities will be performed for the duration of the project.
 - Complete contractual documents
 - Confirm invoicing and reporting
 - Confirm other project management requirements
 - Administer the website
 - Administer the work plan
 - Provide team direction
- 0.1 Obtain Executive Support** TMG Consulting will assist Gazifère with the following activities:
 - Form Steering Committee
 - Choose Project Team
 - Create Team Roster with contact information
- 0.2 Project Kickoff Planning**
 - Prepare Kickoff Materials
 - Schedule Kickoff Meeting
- 0.3 Project Website**
 - Review Project Website with Gazifère
 - Approve Use of Project Website
 - Develop/Update Project Website
- 0.4 Define the Project Charter**
 - Develop Project Statement
 - Develop Business Drivers/Background
 - Identify Potential Benefits
 - Identify Internal and External Stakeholders
 - Identify Business Impacts by Organization
 - Define Project Team Roles and Responsibilities
 - Define Project Objectives
 - Identify Project Constraints
 - Approve Initial Charter

1.0 DESIGN BLUEPRINT

This rapid design activity consists of the following primary tasks:

- 1.1 Industry Perspective.** TMG Consulting will conduct an Industry Perspective Workshop to present the current CIS and Utility Industry marketplace. TMG Consulting will utilize survey data collected across the industry and our experience across 100 utilities to assist in the development of strategies and target environment, the identification of gaps, and the identification of alternative CIS scenarios.
- 1.2 Gather Information.** The first major effort will be to gather information in order to provide information to subsequent project activities.
 - 1.2.1 Interviews and Surveys.** A few key executives, managers, and key staff will be interviewed. All other individuals will be extended a survey which is completed using TMG's secure project website. The interview and survey results provide input to subsequent analysis and assessment activities.
 - 1.2.2 Gather Business, Technical, and System Information.** TMG Consulting will request specific information regarding current business operations, technology infrastructure and platforms, and information specific to each CIS application. This will allow the

- project team to better understand the starting point or foundation for subsequent GAP and alternative analysis.
- 1.2.3 **Walkthroughs.** If information is not readily available regarding the current business or technical environment TMG Consulting may require walkthroughs of the facilities to observe the technical environment or business operations. Activities include: identify the need to conduct walkthroughs, identify sites and workgroups requiring a walkthrough, schedule the walkthroughs, conduct the walkthroughs, and document walkthrough results.
 - 1.2.4 **Documentation.** Obtain all relevant reports and studies. If possible, and as required, follow-up with consultants and/or staff responsible for the study or report.
 - 1.2.5 **Review Current System.** A review of the current system(s) being evaluated for [potential] replacement.
- 1.3 **Executive Vision and Strategy.** Conduct a half-day executive vision and strategy session to document overall strategy, objectives, and critical success factors.
 - 1.4 **Target Business.** Conduct a half-day business working session. Components may include: Market Strategy, Service Strategy, Customer Centric Position, and Business Objectives.
 - 1.5 **Target Technology.** Conduct a half-day target technology working session. Components may include: System Strategy, System Scope, Technical Objectives, and Technology Trends.
 - 1.6 **Target Integration.** Conduct a half-day target integration working sessions. Components may include: definition of key integration and interface points including one-way and two-way automated and key manual interfaces.
 - 1.7 **Functional Requirements.** Conduct a half-day baseline requirements review to walkthrough the TMG Consulting requirements template. Conduct a 4-5 day workshop to review and modify the TMG Consulting templates to reflect specific requirements.
 - 1.8 **Procurement Requirements.** Conduct a half-day Procurement workshop to understand and formulate the procurement strategy and requirements including: minimum solution requirements, procurement schedule and associated activities, evaluation criteria and related items.
 - 1.9 **Identify Gaps, Issues, and Items for Consideration.** Using the current environment as a baseline, TMG Consulting will compare the target environment to formulate where change needs to occur and what the impact is. Any open issue will be documented for later follow-up and resolution as required.
 - 1.10 **Alternative Identification and Analysis.** Alternative scenarios to be pursued for a solution will be identified, the alternatives will be evaluated and an optimum alternative identified. Activities include: formulate alternative scenarios, for each scenario provide a description, provide positive and negative perspective, identify resource requirements, identify installation costs, identify ongoing costs, identify the development timeframe, identify project risk, identify evaluation criteria, develop criteria weighting, score the alternatives and identify the optimum alternative scenario.
 - 1.11 **High-Level Cost and Benefit Identification.** Activities include: for the optimum alternative refine installation and ongoing costs, develop installation and ongoing operation pricing, develop a disbursement schedule, develop an allocation schedule, identify incremental costs on a per customer basis, identify tangible cost saving benefits, identify tangible cost reduction benefits, identify revenue enhancement benefits, identify intangible benefits, formulate the cost / benefit and identify return on investment.
 - 1.12 **Design Blueprint.** Activities include: compile all components of the report, prepare a draft of the report, prepare a draft of an executive summary, issue drafts for review, receive and process updates, compile the final report and executive summary, prepare presentation materials, conduct presentations as required.

2.0 REQUEST FOR PROPOSAL

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

- 2.1 **RFP Development.** TMG Consulting will confer to identify purchasing and legal requirements and preferences. TMG Consulting will utilize its RFP accelerator and modify it to incorporate

- specifics identified during phase 1 activities and documented in the blueprint. The RFP will be issued for review and revision. TMG Consulting assumes up to two drafts will be required but will support as many drafts as required to achieve an approved final RFP. The RFP will include solution checklists and pricing templates to be used by the vendors in responding to the RFP.
- 2.2 **Qualified Vendors.** TMG Consulting possesses excellent knowledge of available core and extended customer based solutions. Using this knowledge TMG Consulting will provide a list of qualified vendor solutions. TMG Consulting will combine its list with any that may have developed to date.
 - 2.3 **Issue RFP.** TMG Consulting will work closely with purchasing to insure proper advertising, communication and distribution of the RFP occurs. TMG Consulting will utilize its www.cisworld.com site to promote electronic interaction throughout the procurement process.

3.0 VENDOR PROPOSAL

This phase consists of the following two primary activities:

- 3.1 **Vendor Coordination.** TMG Consulting will facilitate and coordinate vendor responses. TMG Consulting will function as the primary RFP point of contact and will respond to vendor questions regarding the RFP and the procurement process. TMG Consulting will conduct the vendor pre-proposal conference.
- 3.2 **Evaluation Preparation.** During the period vendors are preparing their proposals, TMG Consulting will facilitate the identification and development of an approach to the detailed 5-day product review to occur during product confirmation activities. TMG Consulting will work to further detail requirements through business scripts or supplemental documentation. In preparation for receipt of the vendor proposals TMG Consulting will work to refine solution evaluation criteria and review the vendor scoring worksheet.
- 3.3 **Proposals Received.** Gazifère will formally receive the proposals, rejecting those which do not meet submission criteria (e.g. proposals cannot be faxed, must be submitted by a specific date and time). The proposals are logged and distributed to the team members.

4.0 SOLUTION EVALUATION

This phase consists of the following primary activities:

- 4.1 **Receive Proposals.** Gazifère will formally receive vendor proposals which will be in hardcopy and in electronic format and distribute to the evaluation team.
- 4.2 **Evaluate Solution.** TMG Consulting will engage in the following evaluation activities:
 - 4.2.1 **Minimum Requirements.** TMG Consulting will conduct an initial review of the proposals to insure all vendors meet minimum requirements. A team meeting will be conducted to review the findings and those not meeting specified minimums may be excluded from further consideration and notified of the decision.
 - 4.2.2 **Proposal Review.** TMG Consulting will conduct a thorough reading and review of all vendor proposals meeting minimum requirements and will develop a vendor scoring worksheet reflecting evaluation criteria and associated weights. For example criteria may include: vendor profile, technology fit, business fit, solution risk, and solution cost.
 - 4.2.3 **One Day Demonstrations.** A one-day event will be scheduled with each vendor. During this event the vendor will demonstrate its product following a structured outline. Gazifère personnel attending the demonstration will grade the solution and note positive and negative comments.
 - 4.2.4 **Reference Checks.** TMG Consulting will provide a template of questions and Gazifère will conduct and document telephone reference checks. The results will be scored and entered into the vendor scoring worksheet.
 - 4.2.5 **Requirements Checklist.** Optionally and at Gazifère's direction TMG Consulting may extend the detailed requirements checklist to the vendor business finalists. The vendors will complete the checklist and return to TMG Consulting for scoring and evaluation of product fit.

- 4.2.6 Additional Evaluation Activities.** TMG Consulting will support Gazifère in conducting any other evaluation activities which may be deemed necessary to more fully understand and evaluate the proposed vendor solutions. These activities may include: additional product demonstrations, working sessions to clarify proposal points, and customer site visits.
- 4.3 Vendor Finalist Selected.** TMG Consulting will conduct a half-day workshop to review the evaluation work and select a vendor solution. The workshop will utilize the vendor scoring worksheet and team discussion to reach consensus regarding the preferred vendor. The objective is for Gazifère to reach consensus on a single vendor, however, in the event this cannot be accomplished additional evaluation work may be required to reach a decision or Gazifère may decide to take more than one vendor into product confirmation activities. The team decision will be presented to the Executive Steering Committee for consideration and approval. TMG Consulting will notify participating vendors of the decision. The procurement will remain open as the process continues with a single vendor finalist

5.0 SOLUTION DUE DILIGENCE

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

- 5.1 Detailed Functional Checklist.** TMG Consulting will coordinate the distribution and completion by the vendor of Gazifère's detailed functional checklist (unless previously distributed). The vendor's response will be used to structure the 5-day product lab and assist in identifying product gaps and potential areas of customization or integration.
- 5.2 Product Lab.** TMG Consulting will administer and facilitate a 5-day detailed review of the vendor product based upon Gazifère's detailed requirements, scripts and/or supplemental information. This review will result in the identification of required product modifications, interfaces, conversion items, usability items, configurability items, business process items, etc. Based on the results of product due diligence activities, TMG Consulting will provide the vendor with a comprehensive list of solution gaps including product modifications, interfaces, conversion items, open items, etc.
- 5.3 Usability Lab.** In addition, TMG Consulting may coordinate a usability lab allowing Gazifère to work with the system in a "hands-on" environment. This lab may also result in the identification of required product modifications, interfaces, and follow-up items. TMG Consulting cautions Gazifère that while the usability lab is of benefit the vendor will require payment for this service which may involve hardware, software and service fees. In addition, the lab will require preparation and execution time which may impact the schedule.
- 5.4 Scope Workshops.** TMG Consulting will facilitate and coordinate workshops required to "flush out" project components including but not limited to: technology, conversion, integration points, and individual design areas.
- 5.5 Additional Scope Work.** TMG Consulting will facilitate and coordinate any other activities necessary to identify and finalize project scope.
- 5.6 Best and Final Offer (BAFO).** TMG Consulting will work with Gazifère to understand requirements for submission of a Best and Final Offer. TMG Consulting will facilitate development of the vendors BAFO. Gazifère will receive and process the BAFO document. TMG Consulting will work to confirm solution components within the BAFO.

6.0 SOLUTION CONFIRMATION

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

- 6.1 Product Customization.** The vendor will associate work effort and cost with each identified item. TMG Consulting will review the menu of customization items and associated price with Gazifère in an effort to minimize customization and approve items for the vendor to include in the final pricing model.
- 6.2 Vendor Working Sessions.** Many times the vendor will require additional information not available during the RFP process. TMG Consulting will facilitate any activities required by the vendor confirm scope and provide a firm offer for installation activities.
- 6.3 Site Visits.** TMG Consulting will coordinate and lead up to three customer site visits and a corporate office visit for the vendor finalist

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

7.0 INSTALLATION BLUEPRINT

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

- 7.1 Final Pricing.** TMG Consulting will work with the vendor to facilitate preparation of final pricing detailing all aspects of the project with modification to the original proposal as required. The vendor will submit to Gazifère final pricing for a comprehensive CIS installation effort. Typically, pricing will be required from multiple hardware, software and service companies. TMG Consulting will coordinate the receipt of final pricing for all CIS installation components. The pricing will be consolidated into an installation pricing worksheet which will contain all out-of-pocket and internal installation costs.
- 7.2 Contract Discussions.** TMG Consulting will review vendor contracts and associated statements of work and will redline the documents to reflect items which should be modified and/or negotiated based on TMG Consulting experiences and industry best practices. Contracts will be reviewed by Gazifère legal counsel, purchasing, project team and other entities as required and redlined. The redlined documents will be provided to the vendor for their review and acceptance or rejection. This process will continue until agreement has been reached on all contracts and related statements of work.
- 7.3 Business Analysis.** Activities include: confirm all internal and external installation and ongoing costs are identified and documented, develop a disbursement schedule, develop an allocation schedule, identify incremental costs on a per customer basis, identify tangible cost saving benefits, identify tangible cost reduction benefits, identify revenue enhancement benefits, identify intangible benefits, formulate the cost / benefit and identify return on investment, and/or utilize the analysis model required by Gazifère.
- 7.4 Installation Plan.** TMG Consulting will assemble all documents and contracts into a comprehensive installation planning document. TMG Consulting will facilitate the development of any aspect of the installation plan as required by Gazifère (e.g. an installation communication plan).
- 7.5 Installation Approval.** TMG Consulting will work with Gazifère to develop the presentation schedule, approval strategy, presentation materials and conduct necessary presentations to achieve acceptance and approval of the comprehensive customer solution. The result of this activity is an approved solution with signed contracts and an installation effort beginning within 30 days of contract signing.

Appendix B: Vendor Selection Activity Matrix

This appendix consists of an activity matrix for each major vendor selection activity, based on TMG's vendor methodology.

1.0 DESIGN BLUEPRINT

Event Name	Type	Event Objective	Gazifère Attendance / Responsibility
Gather Information	Checklist	A list of desired information and materials from both internal and external sources.	Gather electronic versions and email. Mail hardcopy documents.
Conduct Interviews	Face to Face Interviews	Interview executives, managers and key staff to obtain information & perspective.	Identify personnel to participate in the interview process. (30 min max for exec/mgrs. 45 min for users/technicians).
Conduct Surveys	Web Survey	Feedback regarding current system, negative and positive aspects, needs and wishes for the future.	Notify personnel of the intent of the survey and direct them to the website to complete.
Conduct Walkthroughs	Physical Walkthrough	Observe business and technical operations as required to fill holes in documentation and information.	Assist in the identification of locations and workgroups of value.
Review Current System(s)	Interactive Workshop	Understand all aspects of the current system(s) being evaluated.	Personnel responsible for maintaining and supporting the current system.
Executive / Senior Mgmt Vision & Strategy Workshop	Interactive Workshop	Conduct workshop to identify and confirm vision and strategy.	Senior management attends. Gazifère to determine need to involve senior executives.
Target Business Environment Workshop	Interactive Workshop	Conduct workshop to identify target business environment.	Core team + key users and business personnel.
Target Technology Environment Workshop	Interactive Workshop	Conduct workshop to identify target technical environment.	Core team + key technical staff and CIS personnel.
Target Integration Environment Workshop	Interactive Workshop	Conduct workshop to identify target integration and interface points.	Core team + interfacing workgroups and technical personnel.
Introduction to Alternatives Session	Planning Session	Review alternative model to determine valid alternatives and evaluation criteria.	Core team.
Introduction to Requirements Checklist Session	Planning Session	Conduct workshop to introduce checklist, develop review schedule, participants, and use of checklist in the procurement.	Core team.
Procurement Workshop	Interactive Workshop	Conduct workshop to review and customize the procurement process.	Core team attends + purchasing person (optional: conduct with purchasing only)
Extensive Requirements Checklist Workshops	Interactive Workshops	Conduct workshops to modify and weight base requirements checklist.	Core team attends + area specialists as required to support core team.

Current Assessment Session	Interactive Review	Present and receive buy-in of current environment assessment	Core team.
Alternative Analysis Workshop	Interactive Review	Review evaluation model and findings. Modify to reflect discussion. Agree on optimal solution. Discuss Cost/Benefit models, format, and forms to be used. Make assignments.	Core team.
Cost/Benefit Analysis Workshop	Interactive Review	Review results of the cost/benefit data and analysis. Modify to reflect discussion.	Core team.
Design Blueprint Review & Presentation	Interactive Review	Present a draft of the design blueprint and update to reflect discussion.	Core team.

2.0 REQUEST FOR PROPOSAL

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Attendance / Responsibility
Develop Draft RFP	Hardcopy & Electronic Copy	40 hours	Use TMG Consulting RFP template (or other document as directed) as the baseline and update using information from design blueprint to produce the draft RFP.	Core Team + Purchasing + Legal Answer TMG Consulting questions as required.
Review Draft RFP & Update	Hardcopy & Electronic Copy	15 days	Review the draft RFP, Pricing Sheets, Requirements Checklist or Solution Checklist, and Vendor Distribution List. Perform updates.	Core team + Purchasing + Legal to review and request changes or approve.
Develop RFP Distribution & Update	Hardcopy & Electronic Copy	40 hours	Develop a list of qualified vendors and review. Incorporate others as required to fulfill specific requirements e.g. local business, minority firm, woman owned firm.	Core team + Purchasing to review and add vendors to the distribution list.
Promote RFP to Vendors	Emails & Telephone Calls	8 hours	TMG Consulting will contact vendors on the Vendor Distribution List	Support efforts as required.

				and prepare them for receipt of the RFP. Begin taking calls from vendors.	
Release Final RFP Package	Hardcopy & Electronic Copy	8 hours		TMG Consulting provides final RFP package.	Core team + Purchasing + Legal to perform any other activities necessary for release of the RFP.
Approval to Stage RFP	Hardcopy & Electronic Copy	8 hours		TMG Consulting stages web page, notifies vendors via email of availability and as required mails hardcopy of the RFP package.	Support efforts as required.

3.0 VENDOR PROPOSAL

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Attendance / Responsibility
Issue RFP's Upon Request	Hardcopy & Electronic Copy	20 days	TMG Consulting will take direction about issuing the RFP to others who may wish to participate outside of the Vendor Distribution list.	Support as required.
Receive Vendor Questions	Fax, Electronic, Hardcopy	10 days	TMG Consulting will function as point of contact and coordinate the receipt of vendor questions.	Support as required.
Administer Questions & Answers	Electronic Document	5 days	TMG Consulting will formulate responses as required. Upon approval TMG Consulting will publish to the website for subsequent download by vendors.	Support as required, review TMG Consulting responses and approve for release.
Provide 1 Day Demonstration Schedule & Outline	Electronic Document	24 hours	TMG Consulting will provide a proposed 1 day demonstration schedule with the items to be covered in the	Core team to review the TMG Consulting proposed 1 day demonstration schedule and content. Return comments to TMG

			<p>demonstration. TMG Consulting will update to incorporate specific comments and requirements.</p> <p>TMG Consulting will provide a proposed reference check outline of questions and general suggestions to be followed in conducting the reference checks</p> <p>TMG Consulting will provide a proposed evaluation score sheet with evaluation categories and weights to be reviewed and modified.</p> <p>TMG Consulting to provide a transaction list and sample scripts. Discuss and agree to scripting approach. TMG Consulting requests supporting materials if not already in possession of.</p> <p>Generally Gazifère will receive and process proposals.</p>	<p>Consulting. Begin identifying demonstration dates and facilities and participants.</p> <p>Core team to review the TMG Consulting proposed list of questions. Return comments to TMG Consulting.</p> <p>Core team to review the TMG Consulting proposed evaluation score sheet. Return comments to TMG Consulting.</p> <p>Attend series of scripting review sessions as required to support the scripting process.</p> <p>Gazifère will receive vendor proposals and reject proposals not meeting date and time criteria. Proposals are logged and distributed to the team.</p>
Provide Reference Check Approach & Outline of Questions	Electronic Document	24 hours		
Provide Evaluation Score Sheet	Electronic Document	24 hours		
Develop Scripts & Identify Supporting Materials	Review Session	5 days		
Receive & Distribute Vendor Proposals	Hardcopy & Electronic Proposals Received	8 hours		

4.0 SOLUTION EVALUATION

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Attendance / Responsibility
Receive vendor proposals	Electronic & Hardcopy	1 hour	Receive electronic copy (hardcopy if required) by purchasing	Purchasing receives proposals and distributes (can perform this function if preferred)
Identify Business Finalists Using Minimums	Work Matrix	4 hours	Perform a quick review of proposals to identify responses to minimum requirements. Develop matrix of vendor responses.	Optionally, Gazifère may parallel TMG's efforts, or let TMG Consulting review the matrix and discuss findings.
Notify Vendors Of Minimum Results	Telephone Calls & Emails	4 hours	TMG Consulting will notify all vendors as to the results of the minimum review.	Prepare for end around runs by vendor to Board and Senior Executives.
Schedule and Conduct 1 Day Demo	Written demonstration outline & workshop	12 hours	TMG Consulting will work with the business finalist to slot them into the 1 day demonstration days. Extend to them the outline, and coordinate up until the day of the demonstration. TMG Consulting will lead the 1 day process with responsibility for driving through the checklist materials and documenting the demonstration results. TMG Consulting will gather grades from attendees and tabulate results.	Attend 1 day demonstration and provide written input and grades onto demonstration evaluation worksheets.

Extend Requirements Checklist	Electronic Copy	1 hour	Option: As agreed, this may be the point at which the detailed checklist is distributed to the business finalists.	Support as required.
Evaluate Proposals	Electronic Score Sheets	4 hours per proposal	Using the agreed upon evaluation score sheet TMG Consulting will examine the contents of all proposals and populate the score sheets	Gazifère may elect to perform a parallel review of all proposals or may rely upon TMG Consulting to conduct the analysis and review TMG's work.
Conduct Reference Checks	Electronic reference check outline. Telephone Calls	2 hours per telephone call	TMG Consulting provides Gazifère with a reference check outline. TMG Consulting relies upon Gazifère to conduct the reference checks.	Gazifère responsible for performing telephone reference checks, and providing written results and assigned grades to TMG Consulting for recording.
Conduct Additional Activities As Required	To be identified & defined	as required to complete	TMG Consulting will support Gazifère in whatever other activities it believes are required to feel comfortable making a decision to select a single finalist	Gazifère to provide TMG Consulting with input as to what other activities it believes must be conducted before a single vendor can be selected.
Conduct Selection Workshop	Electronic Evaluation Worksheet Working Session	4 hours	TMG Consulting will conduct a half-day review of the results of the evaluation using the evaluation score sheet which contains the results of all activities. TMG Consulting will drive the team to a decision. TMG Consulting will summarize and provide its input as to the vendor finalist.	Core team to attend the evaluation workshop with the intention of reaching a decision and selecting a single vendor finalist.
Document Selection	Telephone Calls & Email	1 hour per call	TMG Consulting will document the results of the	Provide direction to TMG Consulting as to the

			evaluation workshop and notify vendors with feedback regarding their performance. Vendors are instructed that the procurement remains open until agreement is reached.	information to be released to the vendors.
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5.0 SOLUTION DUE DILIGENCE

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Attendance / Responsibility
Extend Functional Checklist & Scripts	Electronic Checklist & Scripts	40 hours	TMG Consulting will extend the 5-day review package consisting of the functional checklist and scripts to be used during the 5-day product review.	Support as required.
Conduct 5-Day Review	Working Session	40 hours	TMG Consulting will assume responsibility for coordinating and administering the 5 day review process.	Core team + extended team + key users will participate as required.
Optional Usability Lab 2-5-10 Days	Working Session	16 hours to 80 hours	TMG Consulting will work with the vendor to develop a usability lab if required by Gazifère. TMG Consulting will assume responsibility for coordinating and administering the usability lab.	Core team + extended team + key users will participate as required.
Conduct Scope Workshops	Working Sessions	40 hours	TMG Consulting will work with the vendor and Gazifère and any SI to schedule workshops in parallel with the 5-day business review. TMG Consulting will document the results of the	Core team + extended team as required.

				workshops. The intent is to further detail, understand, and document scope e.g. conversion, reporting, desktop, etc.	
Additional Scope Activities	Working Sessions	As Required		TMG Consulting will support Gazifère in whatever other activities it believes are required to insure project scope has been identified.	Gazifère to provide TMG Consulting with input as to what other activities it believes must be conducted to identify and confirm project scope.
Determine Best & Final Offer Format	Format of Best & Final Offer	8 hours		TMG Consulting will work with Gazifère to determine the format to be used for the vendor to submit the Best & Final Offer within the confines of the procurement.	Core team + purchasing representative.
Receive Best & Final Offer	Electronic Best & Final Offer	40 hours		TMG Consulting will work with the vendor to insure the BAFO reflects the total project scope for consideration by Gazifère.	Core team to support efforts as required. Receive and distribute BAFO.

6.0 SOLUTION CONFIRMATION

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Responsibility
Site Visits	Onsite Visits	24 hours for 3 visits at 8 hours apiece	TMG Consulting will coordinate the scheduling and setup of site visits and will attend up to 3 visits with Gazifère	Core team to attend site visits.
Corporate Visits	Onsite Visit	8 hours	TMG Consulting will coordinate the scheduling and setup of the corporate visit and will attend 1 visit with Gazifère	Core team to attend site visits.
Assemble External	Installation Worksheet	40 hours	Using the BAFO as the	Support TMG Consulting

Solution			<p>foundation, TMG Consulting will assemble all components of the solution from all hardware, software, service and application vendors and consultants who have a role in the final solution. The information will be documented and drafted into the Installation Plan Worksheet.</p>	<p>as required.</p>
Assemble Internal Solution	Installation Worksheet	40 hours	<p>TMG Consulting will work with Gazifere to identify all aspects of the internal solution which is required for a successful installation. This will include appropriate organization, staffing, communication programs, facilities, etc. The information will be documented and drafted into the Installation Plan Worksheet.</p>	<p>Core team will work with TMG Consulting to formulate and document the internal aspects of the installation effort. Primary direction will come from the vendor and the SI if involved.</p>
Contract Discussions	Electronic redlined contract package	40 hours	<p>TMG Consulting will perform an initial review on all contract documents and redline changes. Following this review TMG Consulting will provide the redlined documents to Gazifere for subsequent review and redline. The master redline will be returned to the vendor for review. This iterative process will continue until a</p>	<p>Core team + legal representatives (internal and/or external as required).</p>

				short-list of items is reached. Formal negotiations may than occur.	
Confirmation Workshop	Working session	4 hours		TMG Consulting will conduct a half-day session to review findings from the solution confirmation work and reach a decision to continue forward into the next activity or to move to the second place vendor.	Core team to attend the workshop.

7.0 INSTALLATION BLUEPRINT

Activity	Type	Duration	TMG Consulting Responsibility	Gazifère Responsibility
Contract Negotiation	Review and working sessions	1 to 3 months	TMG Consulting will take direction from Gazifère in terms of the role and responsibilities in negotiations. TMG Consulting can assume the lead role if requested.	Drive the structure of the negotiation efforts.
Develop Installation Plan	Electronic Installation Blueprint	40 hours	TMG Consulting will assume responsibility for developing an installation blueprint document which will incorporate all installation components and the contract package into a single document.	Core team will support TMG Consulting in the development and review of the installation blueprint.
Identify Approval Steps and Prepare	Discussion	4 hours	TMG Consulting to provide input to Gazifère on successful approval processes and presentation materials.	Identify approval process, participants and schedule.
Develop Presentation	Electronic and Hardcopy	16 hours	TMG Consulting to develop	Review and request

Materials	Materials		presentation materials and provide to Gazifère for review.	updates to presentation materials
Conduct Presentations	Presentations	16 hours or 4 presentations at 4 hours apiece	TMG Consulting to attend and participate in presentations as required. Plan for 4 presentations: 1 Core Team, 1 Executive, 2 Governing body workshop and formal presentation.	Attend and participate in presentations as planned.
Update Installation Plan	Update Electronic Package	24 hours	Based on results of the presentations TMG Consulting will update the installation plans and other documents as required. TMG Consulting will coordinate with vendor to receive original contracts for signature.	Core team will support TMG Consulting as required.
Sign Contracts	Updated Electronic Package	8 hours	TMG Consulting will provide contract package to Gazifère (alternatively Gazifère may work directly with the vendor).	Gazifère will sign and execute contracts based upon approval.

Appendix C : References

Building a New Gazifère Customer Information System: Analysis and Recommendations, Report prepared for Gazifère by InQvis Inc. and TMG Consulting, July 2006