



**City of Cheyenne, Wyoming
Board of Public Utilities**

Request for Proposals for Professional Services

RFP Number AD-16-01

**ENTERPRISE RESOURCE PLANNING (ERP) PROJECT
ADVISORY SERVICES**

**BOARD OF PUBLIC UTILITIES
2416 Snyder Avenue
Cheyenne, Wyoming 82001
(307) 637-6460**

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ADVERTISEMENT

BOARD OF PUBLIC UTILITIES

CHEYENNE, WYOMING

REQUEST FOR PROPOSALS

Enterprise Resource Planning (ERP) Project Advisory Services

Sealed proposals for the Enterprise Resource Planning (ERP) Project Advisory Services, including four (4) copies, will be received by the Cheyenne Board of Public Utilities (BOPU), 2416 Snyder Avenue, Cheyenne, Wyoming 82001 until 2:00 P.M. Mountain Time on June 23, 2016 at which time they will be publicly opened. The proposals are for professional services required to provide:

1) Analysis of BOPU's current ERP environment including General Ledger, Finance and Accounting, Budgeting, Human Resources and Payroll, 2) Perform stakeholder interviews to assess functions, processes and areas of needed improvement, 3) Facilitate development of RFP for procurement of a new ERP system, 4) Participate in proposal evaluation, interviews, demonstrations and discovery, 5) Contract negotiation assistance once new system selection has occurred, and 6) Assist with statement of work components for roles and responsibilities.

Note: The Firm must include four (4) copies of the technical proposal, including the Wyoming residency information report; one (1) electronic copy of the technical proposal; and four (4) copies of the separately sealed price proposal.

The BOPU reserves the right to waive any informality in any proposal and/or reject any and all proposals and to accept the proposal it believes is in the best interest of the BOPU.

A pre-proposal meeting will be held at 11:00 A.M., June 9, 2016 at the offices of the Board of Public Utilities, 2416 Snyder Avenue, Cheyenne, Wyoming 82001. While the pre-proposal meeting is not mandatory, firms are strongly encouraged to attend.

Interviews, if necessary, will be conducted July 5 through July 11, 2016.

Any inquiries regarding this proposal should be directed to Dena Egenhoff, Board of Public Utilities, 2416 Snyder Avenue, Cheyenne, Wyoming 82001, Phone: (307) 637-6415, Email: degenhoff@cheyennebopu.org.

DATED THIS 19th Day of May, 2016

BOARD OF PUBLIC UTILITIES

By: Tim Wilson, Director

Wyoming Tribune Eagle-Advertisement Dates:

May 19, 2016

May 26, 2016

REQUEST FOR PROPOSALS

ENTERPRISE RESOURCE PLANNING (ERP) PROJECT ADVISORY SERVICES

KEY INFORMATION AND SUMMARY SHEET

RFP Issue Date: May 19, 2016

RFP Issuing Division: Administration Division, Board of Public Utilities

Issuing Contact: Randy Hays
Administration Manager
307-637-6460
rhays@cheyennebopu.org

Proposals Must Be Sent To: Attn: Dena Egenhoff
Administration Division
Board of Public Utilities
2416 Snyder Avenue
Cheyenne, WY 82001

Proposals must be submitted by hand, U.S. Mail, or other mailing service. PROPOSALS DELIVERED VIA E-MAIL OR FAX WILL NOT BE CONSIDERED.

Proposal Requirements: Proposals should be submitted in sealed packages, labeled "PROPOSAL," with the Title of the Project, the proposer's name, and the proposer's address clearly printed on the outside of the envelope.

Each submission must include: four (4) copies of the technical proposal, including the Wyoming residency information report; one (1) electronic copy of the technical proposal; and four (4) copies of the separately sealed price proposal.

Closing Date and Time: June 23, 2016 at 2:00 P.M. Mountain Time

LATE PROPOSALS WILL NOT BE CONSIDERED AND WILL NOT BE OPENED

Brief Description of Project: The City of Cheyenne Board of Public Utilities (BOPU) is seeking proposals from qualified Consultant(s) to provide professional planning advisory services to assist the BOPU in preparing for an enterprise resource planning (ERP) system integration by working with the BOPU to 1) Analyze the BOPU's current ERP environment including General Ledger, Finance and Accounting, Budgeting, Human Resources and Payroll, 2) Perform

stakeholder interviews to assess functions, processes and areas of needed improvement, 3) Facilitate development of RFP for procurement of a new ERP system, 4) Participate in proposal reviews, interviews, demonstrations and discovery, 5) Assist with the contract negotiation assistance once new system selection has occurred, and 6) Assist with statement of work components for roles and responsibilities.

Pre-proposal Meeting:

A voluntary pre-proposal meeting will be held at 11:00 AM Mountain Time, on June 9, 2016, at the Board of Public Utilities' main office, located at 2416 Snyder Avenue, Cheyenne, Wyoming. Proposers are strongly encouraged to attend the pre-proposal meeting either in person or by a conference call. Proposers wishing to attend via conference call must contact Dena Egenhoff prior to the meeting in order to obtain the conference call number and login credentials.

Interviews:

Interviews, if necessary, will be conducted July 5 through July 11, 2016.

Advertisement Dates:

05/19/2016; 05/26/2016

REQUEST FOR PROPOSALS

ENTERPRISE RESOURCE PLANNING (ERP) PROJECT

ADVISORY SERVICES

The City of Cheyenne Board of Public Utilities (BOPU) is seeking proposals from qualified Consultants to provide professional services for a future enterprise resource planning (ERP) project.

I. GENERAL PROPOSAL INFORMATION

1.0 Submission of Proposals

- 1.1 Proposal documents should be submitted in sealed packages.
- 1.2 The label "PROPOSAL," the title of the project, the proposer's name, and the proposer's address should be clearly printed on the outside of the submission package.
- 1.3 Each submission package must include: four (4) copies of the technical proposal, including the Wyoming residency information report; one (1) electronic copy of the technical proposal; and four (4) copies of the separately sealed price proposal.
 - 1.3.1 Price proposals must include a detailed itemization of costs. Price proposals must be in separately sealed packages, which will not be opened until after consultant interviews have been scheduled.
 - 1.3.1.1 For those projects involving federal funding that restrict the use of price proposals as a selection criteria, the BOPU will not open price proposals until after the selection of a contractor.
- 1.4 Proposals must bear the signature of the proposer or an authorized representative. Proposals submitted without signatures will not be considered.
- 1.5 Proposals must be delivered to the following address:

Attn: Dena Egenhoff
Administration Division
Board of Public Utilities
2416 Snyder Avenue
Cheyenne, WY 82001

Proposals must be submitted by hand, U.S. Mail, or other mailing service.
Proposals delivered via e-mail or fax will not be considered.

2.0 Closing Date and Time

- 2.1 Proposals must be received by the BOPU at the address above no later than June 23, 2016, at 2:00 PM Mountain Time.
- 2.2 Proposals received by the BOPU after the closing date and time will not be considered

and will be returned to the proposer unopened.

- 2.3 Delays in submitting proposals are solely the responsibility of the proposer, including delays caused by weather, mechanical failures, or the selected mailing service.

3.0 Proprietary Information

- 3.1 The BOPU is subject to the Wyoming Public Records Act (the "Act"). Once a contract is awarded, all submitted proposals are subject to public disclosure under the Act. Proposers should consider the implications of the Act when submitting their proposals.
- 3.2 If a proposal contains any trade secrets, privileged information, confidential commercial information, or confidential financial information that a proposer does not want disclosed pursuant to a public records request, proposer shall designate such information as Proprietary by marking each page containing such information with the words "Proprietary Information." If the BOPU receives a public records request for such Proprietary Information, the BOPU will notify the proposer so that the proposer may take actions necessary to protect such information.

4.0 Clarification and Issuance of Addenda

- 4.1 The BOPU will conduct a voluntary pre-proposal meeting to be held at 11:00 PM Mountain Time on June 9, 2016 at the BOPU's main office, located at 2416 Snyder Avenue, Cheyenne, Wyoming, to discuss the project contemplated by this RFP. Proposers are strongly encouraged to attend the pre-proposal meeting either in person or by a conference call. Proposers wishing to attend via conference call must contact Dena Egenhoff prior to the meeting in order to obtain the conference call number and login credentials.
- 4.2 Requests for explanation, clarification, or interpretation of the RFP must be made in writing, at least seven (7) days prior to the closing date for submission of proposals. Telephone inquiries will not be accepted.
- 4.3 The designated contact person for requests for explanation, clarification, or interpretation of the RFP is Dena Egenhoff. She can be contacted at: degenhoff@cheyennebopu.org. The title of the project must be clearly identified in each e-mail request.
- 4.4 The BOPU, in its sole discretion, will determine whether an explanation, clarification, or interpretation is required. For all requests to which the BOPU responds, a copy of the request and the written response will be provided to all firms receiving this RFP.
- 4.5 Explanations, clarifications, or interpretations of the RFP that are not made in writing are in no manner binding upon the BOPU.
- 4.6 Any addenda or amendments to this RFP will be sent to all firms receiving this RFP. All proposals submitted in response to this RFP must acknowledge receipt of any and all addenda or amendments.

5.0 Withdrawal of Proposals

- 5.1 A representative of a proposer may withdraw its proposal at any time prior to the RFP submission deadline, upon presentation of acceptable identification as a representative of the company.
- 5.2 No proposer may withdraw a proposal for a period of ninety (90) days after the closing date for submission of proposals.

6.0 Consideration of Proposals

- 6.1 All proposals will be reviewed and evaluated by a committee comprised of employees of the BOPU and other individuals if deemed needed by the BOPU. Proposers may be asked to interview with the committee or give presentations to the committee.
- 6.2 It is understood that the BOPU reserves the right to accept or reject any and all proposals, to request additional information, and to re-solicit for proposals, as it shall deem to be in the best interests of the BOPU. Receipt and consideration of any proposals shall under no circumstances obligate the BOPU to accept any proposals.
- 6.3 At its option, the BOPU may elect to interview one or more firms to allow opportunity for BOPU staff and advisors to question prospective firms. Interviews, if conducted, will be scheduled for July 5 through July 11, 2016 at the BOPU's main office, 2416 Snyder Avenue, Cheyenne Wyoming.
- 6.4 It is the intent of the BOPU to select a consulting firm within 45 to 60 days after the closing date. However, the BOPU reserves the right to reject any and all proposals.
- 6.5 The BOPU reserves the right to reject any proposal it judges to be incomplete or non-responsive.

7.0 Award of Contract

- 7.1 Approval by the BOPU and the availability of funding will determine whether the BOPU awards a contract for the services requested.
- 7.2 The BOPU reserves the right to award a single contract or multiple contracts by section listed in the Scope of Work.
- 7.3 After the successful proposer is selected, the BOPU will negotiate a final contract, scope of services, and contract price based on (but not limited to) the contents of this RFP and the contents of the proposal submitted.
- 7.4 The proposer awarded the contract will be required to enter into a professional services agreement with the BOPU that contains substantially the same terms and conditions as shown in Attachment A.
- 7.5 The contract documents will include the RFP, the technical proposal, and the price proposal submitted in response to the RFP.

8.0 Tax Exemption

8.1 The Cheyenne Board of Public Utilities is a tax exempt entity.

9.0 Costs Incurred in Responding

9.1 All costs directly or indirectly related to preparation of a response to this RFP or any oral presentation required to supplement or clarify a proposal which may be required by the BOPU shall be the sole responsibility of and shall be borne by the participating proposers.

10. Proposal Evaluation and Selection Criteria

The BOPU will consider the following criteria when evaluating each proposal. Other factors may also be considered.

- 10.1 Responsiveness and ability of the firm to provide the services and reports required.
- 10.2 Experience of the firm and the individuals assigned to do the type of work being requested by the BOPU.
- 10.3 Qualifications of the firm and the individuals assigned to the project.
- 10.4 Content of the proposal and explanation of the proposed work methodology.
- 10.5 Time frame (diligence of the project work schedule).
- 10.6 Price.
- 10.7 Cost savings, innovations, and scope alternatives.
- 10.8 Overall quality of the proposal.
- 10.9 Familiarity with the project, project site, and project location.
- 10.10 Wyoming residency status. The BOPU will determine whether the proposer is a Wyoming Resident Design Firm after consideration of the following factors:
 - 10.10.1 The extent to which the work will be performed by individuals whose primary place of work is located within the State of Wyoming.
- 10.11 Ability of the firm to follow the instructions in the RFP.

11.0 Final Selection

11.1 Final selection of a consultant and issuance of a work contract for any phase of work will be contingent upon project funding being available and final authorization by the board members of the BOPU.

II. SCHEDULE OF EVENTS

The following represents the proposed timeline for this project. The BOPU reserves the right to modify these dates. The BOPU also reserves the right to forego interviews and presentations, and select a proposer based on the written proposals submitted.

Task	Date/Time
Distribute RFP's	May 19, 2016
Pre-Proposal Meeting	June 9, 2016 @ 11:00 A.M. (MDT)
Deadline for Submission of Proposals	June 23, 2016 @ 2:00 P.M. (MDT)
Evaluation Period (approximate time frame)	June 23, 2016 – June 29, 2016
Interviews and Presentations (approximate time frame)	July 5, 2016 – July 11, 2016
Issue Notice of Intent to Award	July 12, 2016
Anticipated Board Action	July 18, 2016
Anticipated Contract Finalization Period	July 19, 2016 – August 31, 2016
Anticipated Contract Start Date (contingent upon Board approval and completed/signed contract)	September 1, 2016

III. QUALIFICATIONS AND SPECIFIC PROPOSAL REQUIREMENTS

All proposals must contain the following sections and address the following requests for information:

1.0 Cover Letter

2.0 Title Page

3.0 Table of Contents

4.0 Introduction

4.1 Discuss the highlights, key features and distinguishing points of the Proposal.

5.0 Scope of Services

6.0 Proposed Scope Alterations

6.1 The proposer must submit a proposal based upon the required scope of services.

6.2 If, in the opinion of a proposer, the Project Work Items may be improved by additions, deletions, or changes, a proposer should state such in this section.

6.3 Proposers should then provide work alterations as specific task changes for the activities presented in the Project Work Items.

7.0 Qualifications

7.1 Qualifications and experience of the firm in performing the type of work called for in this RFP. The following qualifications and experience are of specific importance to the BOPU:

7.1.1 A brief description of the Proposer's and sub-Proposer's qualifications and previous experience on similar or related projects. Provide in a table format descriptions of pertinent project experience with other municipalities and private sector companies that include a summary of the work performed, the total project cost, the percentage of work for which the firm was responsible, the period of time over which the work was completed, and the name, title, and phone number of the respective clients so that the BOPU may contact them for references.

Give a brief statement of the firm's adherence to the schedules and budgets for the projects described above.

7.2 Qualifications and experience of the specific individuals who will be assigned to this project. The following areas are of specific importance to the BOPU:

7.2.1 Discuss how the Proposer would propose to staff this project. Key project team members shall be identified by name, title and specific responsibilities on the project. An organizational chart for the project team and resumes for key Proposer personnel shall be included. Key personnel will be an important factor considered by the review committee. Changes in key personnel may be cause for rejection of the proposal.

7.3 Previous experience with projects of a similar nature as the project at issue in this RFP.

- 7.3.1 References: Include names, addresses and phone numbers of references who can verify such experience.
- 7.4 Previous experience in Wyoming and the Rocky Mountain area with projects of a similar nature as the project at issue in this RFP.
 - 7.4.1 References: Include names, addresses and phone numbers of references who can verify such experience.
- 7.5 Qualifications and experience which demonstrate project management ability.
- 7.6 Provide information and documentation showing the financial stability and fiscal responsibility of the firm.
- 7.7 List of current clients whose interests may compete with or conflict with the project described herein and an explanation of the potential conflict.
 - 7.7.1 Please disclose all facts and circumstances relating to the proposer's past, present and future work that create, or may appear to create, a conflict of interest between the proposer's performance of services for the BOPU and the proposer's current professional obligations or relationships with any other person or legal entity.
 - 7.7.2 Also disclose whether the proposer, or any sub-contractor or sub-consultant, is currently performing professional services for, or has an on-going professional relationship with, any other person or legal entity whose interests may be adverse to the BOPU with respect to the scope of work to be performed by the proposer if selected pursuant to this RFP process.
- 7.8 Project Organizational Chart
 - 7.8.1 List of staff who will be assigned to the project.
 - 7.8.1.1 For each staff member listed, include information about his or her licenses or certifications.
 - 7.8.2 List in a staff and line organizational chart the relationships of the staff member who will be assigned to the proposed project.
 - 7.8.3 Indicate in the organizational chart the contact person for the BOPU.
- 8.0 Project Work Schedule**
 - 8.1 Assume a Notice of Award will be issued on July 18, 2016. Provide a bar graph schedule depicting the duration on each work item and the proposed phasing of the work.
- 9.0 Wyoming Residency Information Report**
 - 9.1 The Wyoming Residence Information Report must be fully completed and included as part of the technical proposal.

10.0 Price Proposals

- 10.1 Two price proposals may be submitted.
 - 10.1.1 One price proposal, prepared on the requested scope of services, must give costs to perform the Project Work Items as specified.
 - 10.1.2 A second price proposal may also be submitted, in a similar format, specifying costs for the Project Work Items with Alterations as proposed by the Consultant in Item 6.0 (Proposed Scope Alternations) above.
- 10.2 Included in each proposal should be the assigned employee's name, employee's title classification, proposed hours worked per task, hourly billing rate (for each discipline), reimbursable expenses and price schedules for each firm/sub-consultant involved.
- 10.3 The BOPU reserves the right to choose any stated price in any price proposal or alternative price proposal, even if such price proposals contain arithmetical errors.
- 10.4. Proposals received without the information required in Section 10.1 will be returned to the Proposer without consideration.

IV. GENERAL TERMS AND CONDITIONS

1.0 Errors or Omissions

1.1 Proposers may not take advantage of any errors or omissions in this RFP. Where errors or omissions appear in this RFP, proposers shall promptly notify the BOPU in writing of such errors or omissions no later than ten (10) days before the time the RFP response is to be submitted.

2.0 Insurance

2.1 The successful proposer shall be fully insured as to save the BOPU harmless from any claims involving the employees or equipment used by the successful proposer and sub-consultants while executing this service.

2.2 The consultant shall also possess and provide proof of insurance in accordance with the Professional Services Agreement attached as Attachment A.

3.0 Laws and Legal Requirements

3.1 The successful proposer shall make himself or herself familiar with and comply with all laws and regulations applicable to the work.

4.0 Liability

4.1 The successful proposer will be solely liable for his or her actions and will be required to indemnify, hold harmless and defend the City of Cheyenne and the BOPU from and against any and all liabilities, claims, penalties, forfeitures and suits, and the cost and expenses incident thereto, including reasonable attorney's fees, which may arise out of the project.

5.0 Small and Minority Business

5.1 The BOPU hereby notifies all prospective proposers that it will affirmatively ensure that small or minority business enterprises will be afforded full opportunity to submit proposals in response to this RFP and will not be discriminated against on the grounds of age, race, religion, color, sex, national origin, or ancestry in consideration for an award.

6.0 Non-Discrimination

6.1 The proposer hereby agrees that should he or she be awarded a contract, the proposer shall not discriminate against any person who performs work thereunder because of age, race, religion, color, sex, national origin or ancestry.

7.0 Assignment

7.1 The successful proposer may not assign his or her rights or duties under an award without the prior written consent of the BOPU. Such consent shall not relieve the proposer of liability in the event of default by its assignee.

8.0 Material and Equipment

8.1 The successful proposer shall furnish all materials, equipment, testing and labor necessary to complete the required work.

9.0 Payments

9.1 Payments will be made on BOPU vouchers for work completed under the terms of the agreement between the parties.

9.2 The successful proposer shall bill the BOPU on a time and materials basis and shall submit invoices on a monthly basis and upon acceptance and approval of the work. The BOPU shall make payment (less 10% retainage) therefor within 45 days of receipt of said invoice for services completed. The monthly payments shall be based upon actual time worked and direct expenses.

9.3 The 10% retainage shall be released upon final completion of the scope of services and final acceptance thereof by the BOPU.

V. PROJECT DESCRIPTION

1.0 Project Overview

1.1 BOPU's Master Plan

The BOPU operates pursuant to a Water and Wastewater Master Plan, which includes a comprehensive evaluation of Cheyenne's water and wastewater systems and needs for the next 10, 20, and 50 years. Volume 10 of the current Master Plan recommends replacement of the BOPU's current Enterprise system software. BOPU staff has broken down its needs into three primary areas of focus:

1. ERP SYSTEMS;
2. ASSET AND WORK MANAGEMENT SYSTEMS (INCLUDING WORK ORDERS, LAND MANAGEMENT, PERMITTING, LICENSING AND FLEET); and
3. UTILITY BILLING.

The ERP System upgrade is scheduled for fiscal year 2018.

1.2 Current Enterprise System

The BOPU currently uses Sungard Naviline (version 9.1.15.2) for its ERP System. The specific Government Management and Budgetary Accounting (GMBA) system modules in use are General Ledger, Finance/Investments, Accounts Receivable, Cash Receipts, Accounts Payable/Disbursements, Purchasing/Inventory, Extended Reporting, Asset Management (a light-weight and simple software module used to record furniture, equipment, vehicles and facility improvements primarily for accounting asset valuation purposes), Budgeting and Payroll. The BOPU also uses Sungard Naviline for its Utility Billing/CIS System, Work Orders, Building Permits, Business Licensing, Land Management and Fleet Management. Other functions not provided by the Sungard Naviline system, such as time sheets, employee education/training tracking and benefits statements to name a few are processed in Access databases and Excel spreadsheets.

1.3 Project Background

The BOPU has initiated a project governance structure to coordinate, manage, and evaluate the ERP system selection process. The BOPU is currently in the "discovery" phase of developing process lists and identifying ways to eliminate wasteful business processes. Drivers for this project include the need to modernize the functionality and efficiency of BOPU's General Ledger, Finance and Accounting, Budgeting and Human and Payroll Resource systems. However, BOPU would like to incorporate modern process efficiencies, improve data accuracy, provide easier access to data, provide easier integration with third party applications, and expand the use of electronic forms and workflows.

Due to the complexities involved in selecting an Enterprise Resource Planning (ERP) system, the BOPU has determined that seeking a professional consultant who will help guide and support the BOPU in its preparation, selection and implementation of an ERP solution is the best approach.

The purpose of this RFP is to solicit proposals from consultants qualified to provide professional ERP implementation advisory services. The ideal consultant will have:

- A vendor and product independent perspective;
- Extensive experience with ERP implementations for municipal governments, preferably with cities as large or larger than Cheyenne;
- Significant, current knowledge of ERP software and implementation vendors in the municipal government marketplace;
- Solid expertise in business process evaluation and documentation, improvement, and change management in this area;
- Extensive experience with ERP implementation project plans, statements of work, and deliverables;
- Solid experience working collaboratively with multiple stakeholder groups to gather understanding of users' needs and translating those needs into system requirements; and
- Effective communications skills, particularly in translating technical concepts to a non-technical audience.

2.0 Goals

The BOPU has been using its legacy Sungard Naviline system (previously known as HTE) for more than 16 years. The BOPU's primary goal for this project is to replace the current ERP system with a system that is built on a modern software platform, and that provides the same stable functionality of the current system while also providing the modern features and functions needed to work with new technologies and improve business processes.

The BOPU desires to establish a strategic relationship with the consultant in an advisory role, assisting BOPU with various analysis, planning and execution activities like statement of work components and contract negotiation. The BOPU anticipates starting the ERP system implementation by 2018. The BOPU realizes that the implementation start time is highly dependent on many factors and may need to be adjusted.

VI. SCOPE OF SERVICES

1.0 Scope 1 - Build foundation for RFP by consolidation of processes, requirements, business needs and desired improvements

The Consultant shall assist the BOPU with the selection of the ERP Solution in a neutral, advisory capacity. Please note that the BOPU does not prefer one ERP solution or solution provider over another and that the Consultant is responsible for working with the BOPU to identify a best-fit solution based on future requirements and business processes as well as other selection criteria established during the requirements consolidation phase. The ERP Solution would include, but not be limited to, the following:

- General Ledger
- Accounts Payable
- Accounts Receivable
- Cash Receipts
- Procurement/Purchasing
- Inventory Management
- Investment Management
- Project/Grants/Loans Management
- Contract Management
- Capital Asset Management
- Personnel Administration
- Compensation Administration
- Applicant Tracking
- Training & Education Tracking
- Benefits Management
- Pension Administration
- Benefit Statements
- Time & Attendance
- Payroll
- Employee Self Service Portal
- Budgeting
- Business Intelligence & Reporting

The ERP Solution will replace existing systems as well as implement systems where none existed previously. The RFP preparation and subsequent selection of an ERP software will be expected to follow an established and robust system selection methodology that includes the following phased activities:

- 1.1 Understand, Augment and Optimize Current Business Practices- The Consultant shall assist with the effort to review and understand current business processes and related business rules involved in each of the key functionality areas noted above. The Consultant shall conduct discovery sessions and, as needed, document/assess current system capabilities. Any legal, regulatory related business rules will be documented and matched to each process. Current practices shall be drafted from existing documentation,

augmented through conversations with key personnel, and fully reviewed and finalized through Subject Matter Expert (SME) working sessions coordinated and facilitated by the Consultant. As part of the current business processes and capabilities assessment, the Consultant shall assist with identifying process improvements or process optimization initiatives.

- 1.2 Assess and Document Functional and Non-functional System Requirements- The Consultant shall create a list of functional and non-functional system requirements for a new system. Requirements shall be reviewed, finalized and prioritized through a series of SME working sessions coordinated and facilitated by the Consultant. The final list of requirements must satisfy the real business needs of the BOPU in order to ensure that any system selected will provide the actual function and value expected. Note, non-functional requirements may also be interpreted as “quality factors” (i.e. performance levels, security, reliability, availability, usability, etc.).
- 1.3 Assess and Document Technical System Requirements- The Consultant shall assist in the effort to review the BOPU’s existing technical environment, to talk with key technical SMEs, and to document the basic technical requirements that need to be part of the procurement effort. These requirements shall be structured in the same way that the functional system requirements are structured, but shall include a set of technical requirements, including but not limited to technology/infrastructure, architecture, security, and administrative capabilities.
- 1.4 Document Future Business Practices- The Consultant shall assist in the effort to document industry best practices and related industry rules that are appropriate for the BOPU to adopt as part of its ERP strategy. The Consultant shall also assist with identifying the differences between the BOPU’s current work practices versus more efficient methods-gap analysis. Future practices are expected to incorporate the optimization recommendations discussed above (reference Section 1.1). A report shall be fully reviewed and finalized through SME working sessions coordinated and facilitated by the Consultant.
- 1.5 Evaluate Opportunities- As part of reviewing the current business processes and documenting the future business practices, the Consultant is expected to provide recommendations to either integrate or consolidate existing systems used to manage the BOPU’s other work activities into an ERP solution.

2.0 Scope 2 - RFP preparation and assistance with the selection of ERP solutions provider

- 2.1 Preparation and Solicitation of Proposals- The Consultant shall assist the BOPU with the preparation and solicitation of proposals for the purchase and implementation of an Enterprise Resource Planning (ERP) System. The Consultant shall ensure that the requirements and other criteria developed in Scope 1 are included in the RFP and that the RFP is clear and concise.

- 2.2 Review of Proposals- The Consultant shall assist the BOPU in the review and evaluation of the submitted written proposals. The Consultant shall advise the BOPU on scoring methodologies for the written proposals and assist in the review process in order to determine the top proposals that will move on to the interview phase.
- 2.3 Vendor Interviews and Software Demonstrations- The Consultant shall assist and participate with the BOPU in the vendor interview process and software demonstrations. This includes planning for interviews and developing software demonstration scripts. The Consultant is not expected to participate in any site visits that may be scheduled as a result of interviews or demonstrations.
- 2.4 Proposal Discovery Meetings- The Consultant shall assist the BOPU in the discovery phase of the RFP process. This includes assisting with the Request for Clarification (RFC) letters and attending the discovery meetings.
- 2.5 Final Proposal Recommendation- The Consultant shall advise the BOPU and provide a written report of recommendation for the preferred ERP solution based on the work performed.
- 2.6 Contract Negotiation- Upon the selection of a finalist, the Consultant will assist the BOPU with contract negotiations with the vendor. This includes preparation of a planning checklist, development and negotiation of the Statement of Work (SOW) and negotiating the Master Agreement (Licensing, Services, Support) between the vendor and the BOPU.

VII. ANTICIPATED DELIVERABLES

1.0 Deliverables for Scope 1 (All below subsection will be in written and electronic formats)

- 1.1 High-level project plan within 30 days of Scope 1 initiation
- 1.2 Project Management Plan (PMP) within 30 days of Scope 1 initiation. This includes all aspects of project management including success criteria as well as critical success factors.
- 1.3 Detailed Project Plan within 60 days of Scope 1 initiation
- 1.4 Periodic (i.e. quarterly, monthly, weekly) reporting on status, issues, risks, outstanding items, change control and others as established in the PMP
- 1.5 Current and Future business practices and processes
- 1.6 Functional and Non-functional system requirements
- 1.7 Technical system requirements
- 1.8 Future business practices and process improvements
- 1.9 Executive briefing and summary of Scope 1 activities

2.0 Deliverables for Scope 2 (All below subsection will be in written and electronic formats)

- 2.1 Request for Proposals (RFP) for an ERP Solution
- 2.2 Proposal evaluation plan that identifies the evaluation process and criteria for each step of the selection process
- 2.3 Establish guidelines, selection and scoring criteria for the written proposals
- 2.4 Establish guidelines and methodology for vendor interviews and software demonstrations
- 2.5 Establish software demonstration script/guidelines
- 2.6 Request for Clarification (RFC) letters to top vendors
- 2.7 Final proposal recommendation
- 2.8 Planning checklist for negotiations

- 2.9 Statement of Work (SOW) between the BOPU and selected vendor
- 2.10 Final Contract/Master Agreement between the BOPU and selected vendor

VIII. WYOMING RESIDENCY INFORMATION REPORT

(Must be completed and included as part of the technical proposal)

Name of Firm (1)	Wyo. Residency Yes/No	Location of Office	No. or Years at this Location	Total No. of Personnel at this Location	No. Personnel Assigned to this Project	Total Assigned Hours of Personnel (1)	Percent of Total Hours For All Work
TOTALS							100%

(1) List all firms, sub-consultants, etc., performing work on this Project

ATTACHMENT A

PROFESSIONAL SERVICES AGREEMENT

TO INSERT PROJECT TITLE

This Agreement is made this _____ day of _____, 20____ by and between the Board of Public Utilities ("BOARD") of the City of Cheyenne, Wyoming ("CITY"), and _____ ("FIRM").

WITNESSETH

WHEREAS, the BOARD manages, operates, maintains and controls the municipal water works, sanitary sewer system, and disposal system for the CITY;

WHEREAS, the BOARD is in need of services to:

_____;

WHEREAS, the FIRM is qualified to provide the professional services desired by the BOARD and has submitted a proposal dated _____ for the above desired work, a copy of which is attached hereto as Exhibit "A" and incorporated by this reference;

WHEREAS, the FIRM also agrees to provide services and information to the Board necessary to complete the work described in the Request For Proposals dated _____, a copy of which is attached hereto as Exhibit "B" and incorporated by this reference; and

WHEREAS, the BOARD desires to employ the FIRM under the terms and conditions hereinafter set forth.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is agreed by and between the BOARD and the FIRM as follows:

1. SCOPE OF SERVICES:

a. The FIRM agrees to provide professional services for the BOARD as set forth in Exhibit "A" and Exhibit "B" attached hereto and incorporated herein by this reference.

b. The BOARD may order major changes in the scope or character of work, either decreasing or increasing the amount of the FIRM's services. In the event that such changes are ordered, the FIRM shall be entitled to additional compensation for additional work performed. Additional compensation for major changes shall be determined in accordance with Paragraph 2 of this Contract, but in no event shall the BOARD be liable for payment unless the amount of such additional compensation shall first have been agreed to in writing by the BOARD. In the event that major changes are ordered pursuant to this Section, the schedule for progress and completion in Section 3 of this Contract and compensation in Section 2 shall be adjusted by negotiation between the FIRM and the BOARD.

2. COMPENSATION:

a. The FIRM shall perform the services set forth in Exhibits "A" and "B" for a cost not to exceed \$_____ (total written out). The FIRM shall bill the BOARD on a time and materials basis and shall submit invoices on a monthly basis and upon acceptance and approval

of the work, the BOARD shall make payment (less 10% retainage) therefor within 45 days of receipt of said invoice to the FIRM for services completed. The monthly payments shall be based upon actual time worked and direct expenses. The 10% retainage shall be released upon final completion of the scope of services and final acceptance thereof by the BOARD.

b. The FIRM shall maintain hourly records of the time worked by its personnel and records of direct project expenses to support any audits the BOARD may require and make those records available to the BOARD at the BOARD's request. Such records shall be made available to the BOARD during normal office hours at the BOARD's office any time after contract execution and before one year after the date of final payment.

c. In the event total charges, fees, and expenses billed to the BOARD by the FIRM meet the maximum limit of \$_____ plus all amounts authorized for supplemental services, and the work required of the FIRM hereunder has not been completed, the FIRM shall remain obligated to complete said work in its entirety.

3. TERM AND EFFECTIVE DATE: This Agreement shall commence on the date the last required signature is attached hereto and shall continue in full force and effect until the scope of work is completed (or insert specific deadline) and any plans, drawings, specifications and documents are submitted to the BOARD in accordance with Exhibit "A" and "B", unless this Agreement is earlier terminated pursuant to Sections 21 and 22 herein.

4. MODIFICATION: Any changes, modifications, revisions or amendments to this Agreement which are ordered pursuant to Section 1 herein or which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, executed and signed by all parties to this Agreement.

5. INDEMNIFICATION / HOLD HARMLESS: The FIRM agrees to indemnify, hold harmless and defend the CITY and the BOARD from and against any and all liabilities, claims, penalties, forfeitures and suits, and the cost and expenses incident thereto, including reasonable attorney's fees, which may hereafter arise as a result of death or bodily injury to any person, destruction or damage to any property, contamination of or adverse effects on the environment, or any violation of governmental laws, regulations or orders to the extent caused by (1) the FIRM's breach of any term or provision of this Agreement; or (2) any negligent or wrongful act, error or omission by the FIRM, or its employees or subcontractors in the performance of this Agreement. The FIRM acknowledges that it may incur a financial obligation to the CITY and the BOARD pursuant to the terms of this paragraph.

6. GOVERNMENTAL IMMUNITY: The BOARD and the CITY and their officials and employees do not waive governmental immunity by entering into this Agreement and specifically retain all immunities and defenses available to them as Governmental Entities pursuant to Wyo. Stat. § 1-39-101, *et seq*, and all other applicable laws, except to the extent necessary solely for the enforcement of the terms and conditions of this Agreement as between the parties. Further, the BOARD and the CITY fully retain all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this Agreement. Designation of venue, choice of law and similar provisions should not be construed as a waiver of governmental immunity.

7. INSURANCE: The FIRM shall provide the BOARD with proof of the following insurance coverages:

Commercial General Liability Insurance

For claims arising out of bodily injury, illness or death, or from damage to or destruction of property of others, including loss or use thereof, with minimum limits of \$1,000,000 per occurrence, \$2,000,000 aggregate for the entire term of the Agreement.

Business Automobile Insurance

Including owned, non-owned and hired vehicles with minimum limits for bodily injury and property damage of \$1,000,000 per accident for the entire term of the Agreement.

Workers' Compensation

Workers' Compensation coverage shall be in effect for the entire term of the Agreement, as required by Wyoming law, for all employees or agents providing services under this Agreement. The FIRM shall provide the BOARD with proof of workers' compensation or employer's liability insurance coverage.

Professional Liability Insurance

The FIRM shall provide proof of professional liability insurance or errors and omissions liability insurance in an amount not less than \$500,000 to protect the BOARD from any and all claims arising from the FIRM's negligence in the performance of duties under this Agreement. The BOARD prefers that this liability insurance coverage be provided pursuant to an "occurrence" policy.

If this coverage is provided pursuant to a "claims made" policy:

(1) the FIRM shall, concurrently with the execution of this Agreement, provide the BOARD with a certificate of insurance demonstrating that such coverage is or shall be in effect at the time the FIRM begins the provision of services under this Agreement; and

(2) In the event the FIRM's services extend into a future policy period, the FIRM shall, prior to the policy expiration date, provide the BOARD with a new certificate of insurance demonstrating that such coverage is or shall be in effect during all periods of time that the FIRM will provide services under this Agreement; and

(3) the FIRM shall maintain said "claims made" coverage for a period of five (5) years following the last date that the FIRM has provided services under this Agreement; and

(4) In the event the FIRM or the insurer terminates "claims made" coverage prior to the expiration of the periods provided in subparagraphs (1), (2), or (3) of this paragraph, the FIRM shall provide to the BOARD advance written notification of the termination of said coverage and shall provide the BOARD with an endorsement for an extended reporting period ("tail coverage") which shall be in effect for a period of time not less than five (5) years following the last date that the FIRM has provided services under this Agreement.

Additional Insurance Information

The FIRM shall name the Board of Public Utilities and the City of Cheyenne as an **Additional Insured** by endorsement on its insurance policies, with the exception of worker's compensation and professional liability insurance, and shall provide the BOARD with a copy of the endorsements.

The FIRM shall provide the BOARD with certificates of insurance acknowledging the above-stated coverages prior to beginning any work under this Agreement.

It is understood and agreed that these policies are primary and not contributory. All policies required under this Agreement shall be in effect for the duration of the Agreement. It shall be an affirmative obligation upon the FIRM to immediately notify in writing the BOARD of any fact, circumstance, or occurrence that has resulted in or may result in the cancellation or substantive change of any insurance coverage required by this Agreement, and failure to do so shall be construed to be a breach of this Agreement.

In addition, the FIRM shall provide the BOARD with copies of insurance policies and/or policy endorsements listing the Board of Public Utilities and the City of Cheyenne as an additional insured. The BOARD's failure to request or review such policies, endorsements, or certificates shall not affect the BOARD's rights or the FIRM's obligation hereunder.

Any insurance company providing coverage under this Agreement shall have a minimum A. M. Best rating of A- (excellent).

8. GOVERNING LAW, JURISDICTION and VENUE: The construction, interpretation and enforcement of this Agreement shall be governed by the laws of the State of Wyoming. The courts of the State of Wyoming shall have jurisdiction over any action arising out of this Agreement and over the parties, and the venue shall be the First Judicial District, Laramie County, Wyoming.

9. COMPLIANCE WITH LAWS: The FIRM shall comply with all applicable federal, state and local laws, rules and regulations in the performance of this contract. The identified Laws or Regulations are included in this Agreement as mandated by statute or for the convenience of the FIRM. The FIRM's attention is directed to the fact that all applicable Federal and State laws, municipal ordinances, and the rules and regulations of all authorities having jurisdiction over design and construction of the project shall apply to the Agreement throughout, and they will be deemed to be included in the Agreement the same as though herein written out in full. Other Laws and Regulations apply which are not included herein, and are within the FIRM's duty and responsibility for compliance therewith.

10. NONDISCRIMINATION: The FIRM shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. §27-9-105 et seq.), the Americans With Disabilities Act (ADA), 42 U.S.C. § 12101 et seq., and the Age Discrimination Act of 1975 and/or any properly promulgated rules and regulations thereto and the FIRM assures that no person shall be excluded from participation in, denied the benefits of, or otherwise discriminated against in connection with the award and performance of this Agreement on the grounds of age, sex, race, creed, color, national origin, ancestry, religion, pregnancy or qualifying disability. The FIRM further assures that it will include the language of this paragraph in all agreements associated or connected in any way with this Agreement and the work thereunder. If the FIRM, its employees or subcontractors are found in violation of these requirements, this Agreement may be terminated. The FIRM shall be responsible for all such non-compliance and shall defend, hold harmless and indemnify the BOARD therefrom.

11. ALCOHOL AND CONTROLLED SUBSTANCE POLICY: In compliance with the Drug-Free Workplace Act of November 1988, the BOARD has established an Alcohol and Controlled Substance Policy that pertains to alcohol and drug usage by BOARD employees. All parties under contract with the BOARD, including the FIRM and its employees and subcontractors, are required to comply with the provisions of the BOARD's Alcohol and Controlled Substance Policy for drug and/or alcohol usage on BOARD property or other sites occupied by the FIRM while performing duties and responsibilities of this contract. It is the responsibility of the FIRM to familiarize itself with the requirements of this policy and to inform all its employees and subcontractors of those requirements and to insure their compliance therewith. If the FIRM, its employees or subcontractors are found to be in violation of this policy, this contract may be terminated.

12. INDEPENDENT CONTRACTOR: At all times during the term of this Agreement, the FIRM shall be considered an independent contractor. Neither the FIRM nor any one employed by it shall represent, act, purport to act or be deemed to be the agent, representative, employee or servant of the BOARD.

13. CONFIDENTIALITY: To the extent allowed by law, the BOARD and the FIRM shall treat as confidential and not disclose to others information (including technical information, experience or data) regarding either party's plans, programs, plants, processes, products, costs, equipment, operations, or customers which come within the knowledge of the parties, without in each instance securing the prior written consent of the other party, unless such disclosure is required by law or legal process. However, nothing shall prevent either the FIRM or the BOARD from disclosing to others or using in any manner information which either party can show (a) has been published or has become part of the public domain other than by acts of the FIRM or the BOARD; (b) has been furnished or made known to the FIRM or the BOARD by third parties without restrictions on its disclosure; or (c) was in either party's possession prior to the disclosure thereof by the BOARD or the FIRM to each other. Neither the FIRM nor the Board shall be restricted from releasing information in response to a subpoena, court order, or legal process, but, in the event such disclosure becomes necessary, the disclosing party shall notify the other party of the demand for information at least seven (7) days prior to disclosing such information so that the other party may take any and all steps provided by law to prevent the release of such information.

14. **FIRM'S RESPONSIBILITIES:** The FIRM shall be responsible for all terms and conditions as set forth in this Agreement and the professional quality, technical accuracy, and timely completion of all services as set forth in Exhibits A and B and all changes in the scope or character of the work made pursuant to Sections 1 and/or 4 herein. The FIRM shall, without additional compensation, promptly remedy and correct any errors, omissions, or other deficiencies. The FIRM shall perform all work in a professional manner in conformance with industry standards. The Firm shall maintain a diary or log book, recording hours on the job site, weather conditions, data relative to questions of extras or deductions, list of visiting officials and representatives of manufactures, fabricators, suppliers and distributors, daily activities, decisions, observations in general, and record detailed results and procedures of tests conducted.

15. **NOTICES:** Any notice, correspondence or billing required to be given by the terms of this Agreement shall be delivered by hand, or delivered by mail, postage prepaid, to the addresses of the respective parties stated below:

BOARD: Timothy E. Wilson, Director
Board of Public Utilities
P.O. Box 1469
Cheyenne, WY 82003-1469

FIRM: _____

16. **INTELLECTUAL PROPERTY AND WORK PRODUCT:**
a. All work (preliminary, draft, and final) performed by the FIRM under this Agreement is the property of the Board. The Board will own any and all data, documents, working papers, computer programs, photographs, and other material produced by the FIRM pursuant to this Agreement, and the FIRM hereby assigns and transfers to the BOARD any and all intellectual property rights for such materials. The FIRM will provide the BOARD with copies of all such materials including, without limitation, any research memoranda prepared under this Agreement. Under no circumstances, including pending disputes between the BOARD and the FIRM, will the FIRM fail to deliver possession of said documents and materials to the BOARD upon demand.
b. The FIRM agrees to indemnify, pay the defense costs of, and hold the BOARD harmless from any and all claims, demands, costs, liabilities, losses, expenses and damages (including attorneys' fees, costs, and expert witnesses' fees) arising out of or in connection with this Agreement that sound in an intellectual property claim (including but not limited to patent, copyright, trademark, trade name, or trade secret infringement).
c. This Section specifically survives the expiration or termination of this Agreement.

17. **GIS MAPS AND DIGITAL DATA:** Any and all maps, drawings (including as-built drawings), coverages, images, or other digital data created by the BOARD, the CITY, or the Cheyenne/Laramie County Cooperative Geographic Information System for use by the FIRM are the property of the BOARD. Under no circumstances may the FIRM reuse or sell the maps, coverages, images, or other digital data, and the FIRM agrees to return all maps, coverages, images, and other digital data once the scope of work is complete.

18. **CONFLICT OF INTEREST:** In entering this Agreement, the FIRM covenants that it presently has no interest, and shall not acquire any interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with performance of the services hereunder. In addition, the FIRM covenants that in the performance of this contract, no subcontractor or person having such an interest shall be employed. The FIRM certifies that no one who has or will have any financial interest under this contract is an officer or employee of the BOARD.

19. ACCEPTANCE NOT WAIVER: The BOARD's approval of drawings, plans, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve the FIRM from responsibility for the technical accuracy of the work. The BOARD's approval or acceptance of, or payment for, any services shall not be construed to operate as a waiver of any of the BOARD's rights under this Agreement or any of its legal rights under statute and common law arising out of the performance of this Agreement.

20. DEFAULT: Each and every term and condition herein shall be deemed a material element of the Agreement. In the event either party shall fail or refuse to perform according to the terms of this Agreement, such party may be declared in default.

21. REMEDIES:

a. In the event a party declares the other party in default hereof, said party declaring default shall notify the defaulting party in writing and such defaulting party shall be allowed a period of fifteen (15) days to cure said default. In the event that the default remains uncorrected, the party not in default may elect to: (a) terminate the Agreement and seek damages; (b) treat the Agreement as continuing and require specific performance; or (c) avail itself of any other remedy at law or equity.

b. In the event the FIRM fails to strictly perform in accordance with this Agreement, the BOARD may elect to make good such deficiencies and charge the FIRM therefore.

22. TERMINATION: The BOARD may, by written notice to the FIRM, terminate this Agreement in whole or in part by giving the FIRM fifteen (15) days written notice. Upon receipt of such notice, the FIRM shall:

a. Discontinue all services affected (unless the notice directs otherwise); and

b. Deliver to the BOARD representative within five (5) days all data, drawings, specifications, reports, estimates, summaries, accumulated by the FIRM in performing this Agreement, whether completed or in process. In event of termination, the BOARD will pay the FIRM for accepted work done as of the date of termination.

23. WAIVER: The waiver by either party of any term, condition or covenant, or breach of any term, condition or covenant, shall not constitute a waiver of any other term, condition or covenant, or breach thereof.

24. SEVERABILITY: If any provision, section, subsection, sentence, clause, or phrase of this Agreement is invalidated by any court of competent jurisdiction, such holding shall not affect the validity of the remainder of this Agreement, which shall continue in full force and affect.

25. SUCCESSORS AND ASSIGNS: All the terms, conditions, and provisions herein shall inure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

26. ASSIGNMENT: Neither party shall assign this Agreement without prior written consent of both parties. Any delegation or assignment shall not operate to relieve either party of its responsibilities hereunder. However, nothing in this Agreement shall prohibit the FIRM from subcontracting to a qualified subcontractor.

27. THIRD PARTY RIGHTS: The Parties do not intend to create in any other individual or entity the status of third party beneficiary, and this Agreement shall not be construed so as to create such status. The rights, duties and obligations contained in this Agreement shall operate only between the parties to this Agreement, and shall inure solely to the benefit of the parties to this Agreement. The parties to this Agreement intend and expressly agree that only the parties signatory to this Agreement shall have any legal or equitable right to seek to enforce this Agreement, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this Agreement, or to bring action for breach of

this Agreement. This paragraph is not intended nor shall it be construed to waive any of the parties' immunities.

28. ENTIRE AGREEMENT OF THE PARTIES: This Agreement, to include Exhibits A and B, contains the entire understanding of the parties. There are no other terms or conditions, written or oral, concerning or controlling this matter.

REST OF THIS PAGE INTENTIONALLY LEFT BLANK

IN WITNESS WHEREOF, the parties to this Agreement, through their duly authorized representatives, have executed this Agreement on the days and dates set out below and certify that they have read, understood and agreed to the terms and conditions of this Agreement.

The effective date of this Agreement is the date of the last signature affixed to this page.

BOARD OF PUBLIC UTILITIES

BY:

Timothy E. Wilson, Director

State of Wyoming)
)ss
County of Laramie)

Subscribed and sworn before me this _____ day of _____, 20____.

Notary Public

My Commission Expires: _____

(FIRM _____)

BY:

State of _____)
)ss
County of _____)

Subscribed and sworn before me this _____ day of _____, 20____.

Notary Public

My Commission Expires: _____