

MANAGEMENT REPORTS

CIS Re-Engineering Model and Approach

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DRAFT

CIS Re-Engineering Model and Approach

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Executive Summary:

The CIS Re-Engineering Model and Approach document details the recommended approach to implement the CorDaptix CIS application suite. The model and approach document will initially be utilized to develop the project cost model and business case. Once the project is approved, it will be the initial input for the in-depth analysis for the next stage following the successful implementation of Credit.

History

Since 1968 Nicor Gas has utilized a legacy billing system referred to as the Revenue Accounting System. For over six (6) years several committees and outside consultants have studied the viability of these systems and several options have been explored to replace it. Substantial time and effort were expended evaluating and beginning to pursue a full CIS Implementation (big bang), but the scope and cost grew to unacceptable levels and the project was abandoned. Following that decision, a committee consisting of several key Nicor Gas personnel evaluated three options for replacing the systems. The options were:

- Functional migration to a packaged solution
- Outsource to a service bureau
- Stabilize and re-engineer key components to make it through the next five years while unbundling unfolded

In November of 1999 it was determined by the Senior Sponsorship Team to pursue the third option, Stabilization & Re-Engineering. It was determined that this alternative would position Nicor Gas to meet unbundling requirements on the upcoming horizon, while improving the IT infrastructure and capabilities. This project was approved in 1999 and came to be known as the Customer Care Information Systems Project (CCISP). *It was also understood at this time that the decision to replace the current CIS systems was only delayed and not eliminated.*

A group of the tasks within the scope of CCISP were written to address insufficiencies with the legacy Credit applications. The functionality of the current system can be described as one-size fits all and it has been unable to keep up with the changing and growing business unit requirements. Several options were explored before making the decision to evaluate package solutions in July of 2000. Based on the final vendor criteria evaluations, SPL WorldGroup's product known as CorDaptix was selected as the best option for Nicor based on the following key reasons:

- Meets all core business requirements
- Aligns with technology industry standards, provides more mature product and associated support tools
- Contains full suite of product offerings that Nicor can leverage for future stages

After the selection was finalized a fit assessment was completed in August of 2001 and the development effort was initiated in November of 2001. The Credit project is scheduled to be implemented in September of 2002.

Based on the results of the Credit and Collections Fit Assessment and an overall analysis of the future direction of CCISP, the CCISP project mission was changed to reflect the following:

- Enabling the necessary functionality for full unbundling
- Positioning Nicor Gas to aggressively replace RA components
- Providing an anchor for a Customer Centric database and infrastructure

Though many of the components of the original mission stayed intact (i.e. prepare for unbundling) much of the re-engineering tasks were canceled or substantially modified under the premise that Nicor would continue to implement CorDaptix, replacing the billing systems and related CIS components within a 3-4 year window.

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Migration Approaches

The following chart represents the four different migration approaches Nicor could take to implement the remaining Components of CorDaptix. After evaluating the Pros and Cons of each alternative, the Functional Migration approach was determined to be the most feasible for Nicor. It supports the course Nicor has taken in implementing large initiatives, and is in line with the current modularization efforts the CIS software companies are taking with their application suites.

Implementation Type	Pros	Cons
Big Bang	<ul style="list-style-type: none"> • Least costly overall solution • Minimizes data synchronization issues • Benefits are realized sooner 	<ul style="list-style-type: none"> • High one time investment • Extreme change impact to organization • High business risk
Geographical	<ul style="list-style-type: none"> • Change impact to the organization can be managed • Manageable business risk 	<ul style="list-style-type: none"> • All functionality must be implemented in the first stage • High one time investment • High Change impact to the organization can be managed • Multiple processes/reporting structures for same customer types
Customer Type	<ul style="list-style-type: none"> • Manageable business risk • Change impact to the organization can be managed 	<ul style="list-style-type: none"> • Most functionality must be implemented in the first stage • High one time investment • Medium to high change impact to the organization
Functional Migration	<ul style="list-style-type: none"> • Allows for checkpoints to stop and evaluate moving forward • Change impact to the organization can be managed • Investment can be spread over 3-4 year period of time • Allows for orderly modifications/replacement of ancillary systems. 	<ul style="list-style-type: none"> • Highest cost solution • Development of "temporary interfaces" • Multiple data conversions • Data synchronization issues • Heavy reliance on new interfaces between two or more systems • Users will work on two systems

An important issue that needs to be stated is that we will not move all of the Unisys applications to the new platform within the scope of this project. We will still have to rely, although to a much lesser degree, on our current mainframe for applications that are not covered by the CorDaptix functionality. The major Customer Information Systems (CIS) related that would remain on the mainframe are noted in this approach document.

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Recommended Migration Stages

Following are the recommended migration stages that are outlined in this document:

Stage 1 – Credit and Collections

This stage, which is currently being implemented, enables the credit and collection functionality of CorDaptix and captures basic customer information for view only access.

Stage 2 – Customer Information, Bill Ready Billing, Direct Access, and Accounts Receivable

In this stage, ownership of customer information is transferred to CorDaptix. All billing and account receivable financial transactions are passed and stored in CorDaptix (Bill Ready), and CorDaptix will handle all non-utility billing. In addition, credit functionality not included in the scope of Stage 1 will be implemented in this phase.

Stage 3 – Rates and Meter Read

In this stage the meter reading components will be transitioned and ownership of bill calculation will be transferred to CorDaptix. All CIS and A/R functionality has been moved to CorDaptix at the completion of this stage.

Stage 4 – Meter Management and Field Orders

In the final stage, meter management will be migrated and ownership of field order processing will become a CorDaptix function.

The Stage grouping was determined based on the following factors:

- Maximizing business value
- Minimizing business risk
- Minimizing overall costs
- Leveling overall costs across stages

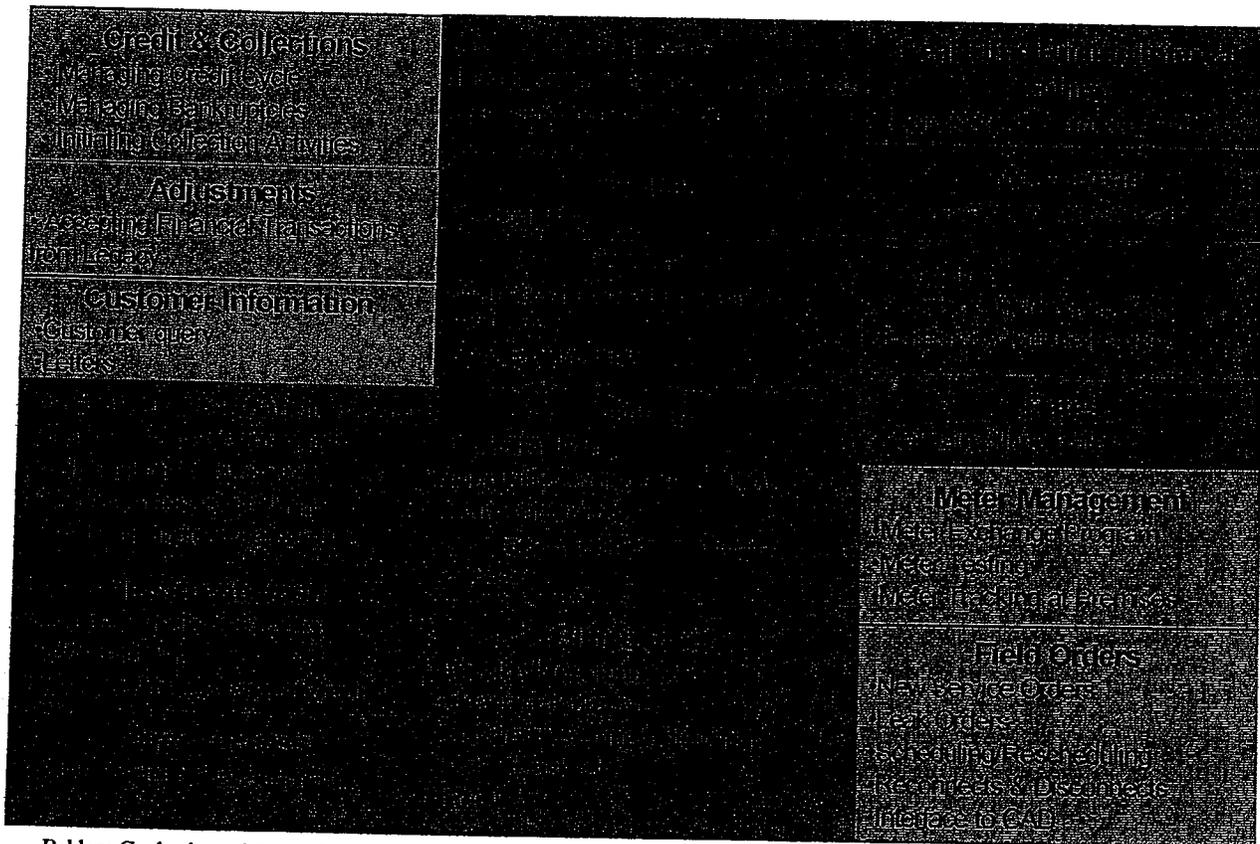
Since these factors are not always in concert, and can even oppose one another, the goal was to determine the *optimum balance*. For example, maximum business value can be achieved through loading all key functionality up front, but that would also increase business risk; or costs could be evenly distributed across all stages, but overall costs would greatly increase as would business risk by maintaining dual data ownership.

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Functionality Mapping Model

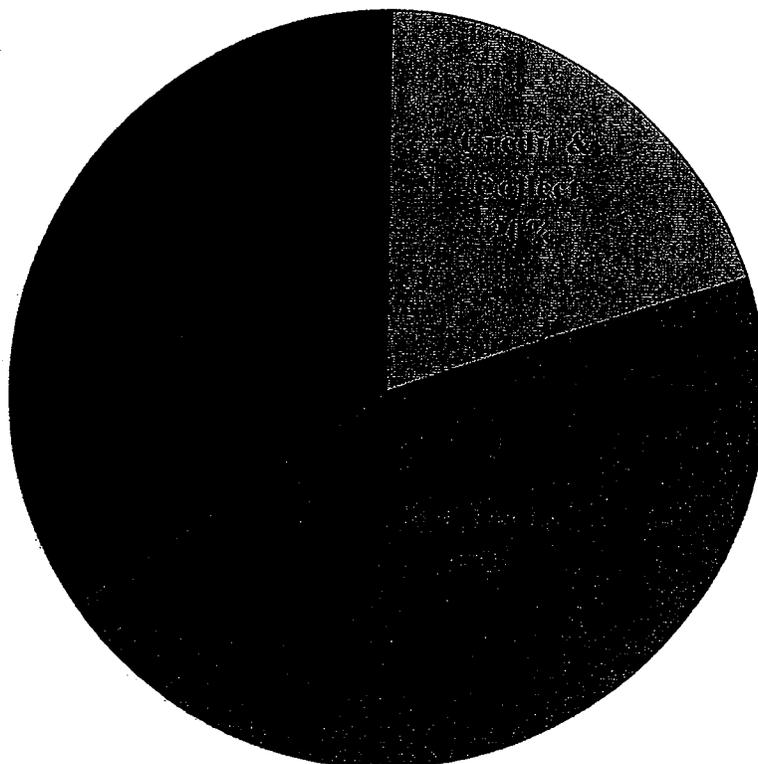
To ensure that there is not any major functionality gaps or terminology differences, substantial effort went into mapping Nicor high level processes to the CorDaptix model. The following diagram summarizes and depicts those relationships.



Bold are Cordaptix modules, Bullets are Nicor functionality encompassed in these modules, Coloring designates proposed stage.

The following graph represents the amount of functionality that will be implemented in each stage:

Percent Functionality by Stage



A brief analysis of each stage with the corresponding functional component(s) will follow with scenario overviews, legacy impacts, business impacts, assumptions and interfaces needed to accomplish this functional stage. Sections are also included in the approach document to address the systems that will remain on the Unisys and high-level conversion considerations. Since stage one is currently being implemented, detailed information is not included for this phase.

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Key Assumptions:

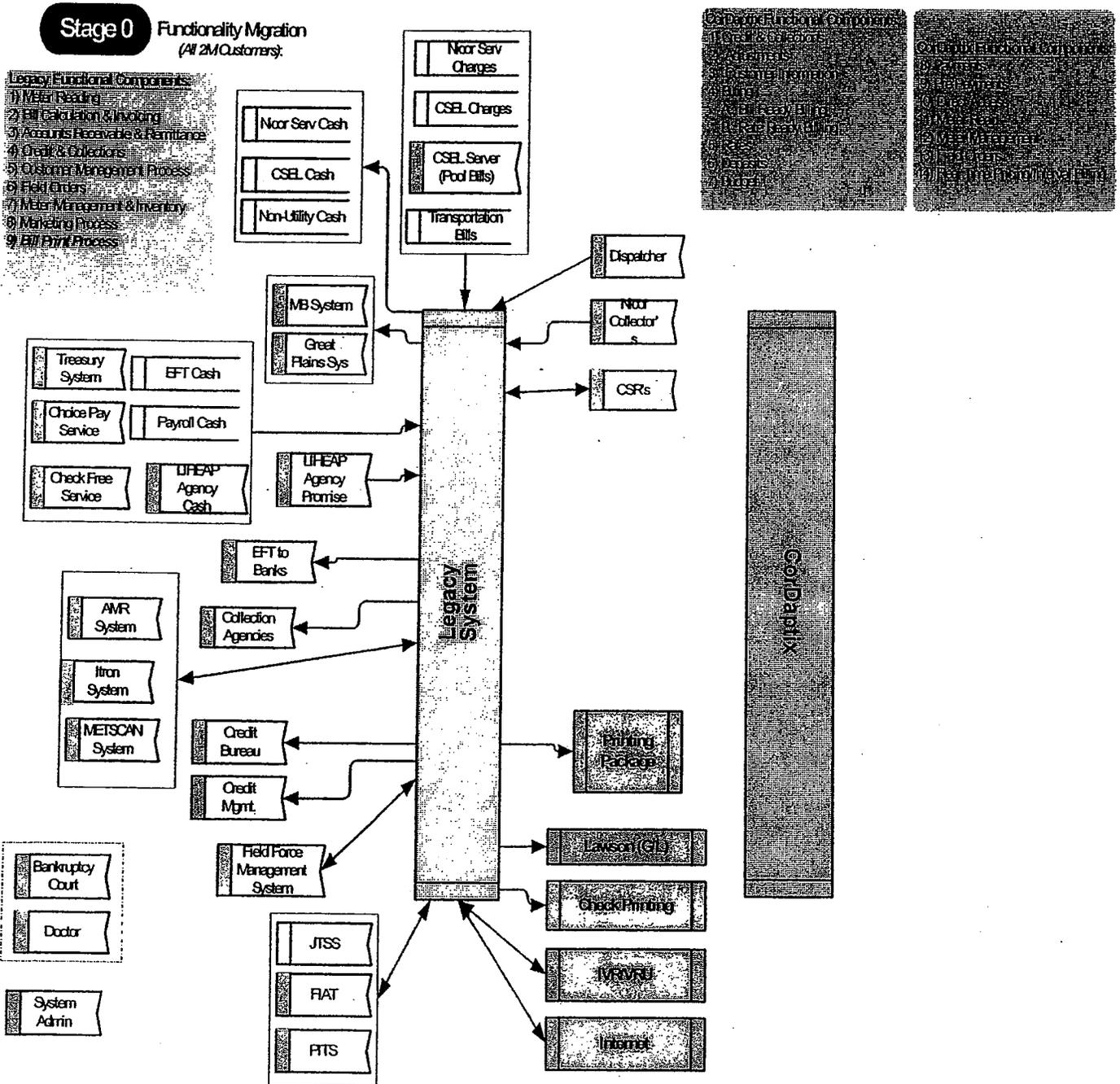
1. Current bill-print package software seamlessly interfaces with CorDaptix.
2. Complete package will be available from a licensing perspective to implement necessary functionality in the various stages.
3. Systems not encompassed within this project will remain on the Unisys. Development of interfaces to these systems will be included in this project and will be estimated at a very high level for purposes of this analysis.
4. As the default, industry standard logic built into CorDaptix will be utilized. Deviations from this will be noted.
5. The CorDaptix Pre-Payment and Real Time Pricing/Interval Billing modules will not be implemented in any stage.
6. Customer Select Pool Accounting will continue to remain on Legacy system.
7. Transportation Billing (SB) will remain on the Legacy system.
8. The current scope of the Credit project will be implemented as scheduled.
9. CorDaptix can be modularized in accordance to our planned migration without comprising the integrity of the application or a large amount of customization/plugin development.
10. Real time or near real time transactions will be required between CorDaptix and other business applications (legacy, replacement systems). This will introduce another layer of complexity and new tools, including the use of new interface protocols into CorDaptix (XAI). We will include an Enterprise Application Integration (EAI) tool in the infrastructure/application architecture.
11. Once stage 2 is implemented, disaster recovery needs to be in place, whether it be an alternate data center site of our own or a 3rd party cold site.
12. Mercury related business issues and data issues are not addressed in the approach.
13. All Legacy interfaces to the Marketing systems need to be redirected to CorDaptix.
14. All client owned external databases, spreadsheets, and queries receiving data from the Legacy system used for miscellaneous activities need to be redirected to CorDaptix.
15. All Legacy reporting functionality will be migrated to CorDaptix.
16. CorDaptix releases must be considered in relationship to the implementation timeline of our Stages.
17. CorDaptix will be enhanced to handle multiple cycle/routes on a Service Point for meter reading downloads.
18. CorDaptix will be enhanced to handle usage proration based on degree-days.
19. CorDaptix will be enhanced to handle billing every alternate month for a specific period (typically summer months) for specific customers.
20. Carthage area will be handled like any other Nicor area otherwise major modifications will be required to allow for business process exceptions.

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Stage 0 – Pre-CorDaptix Implementation

Interface Diagram:

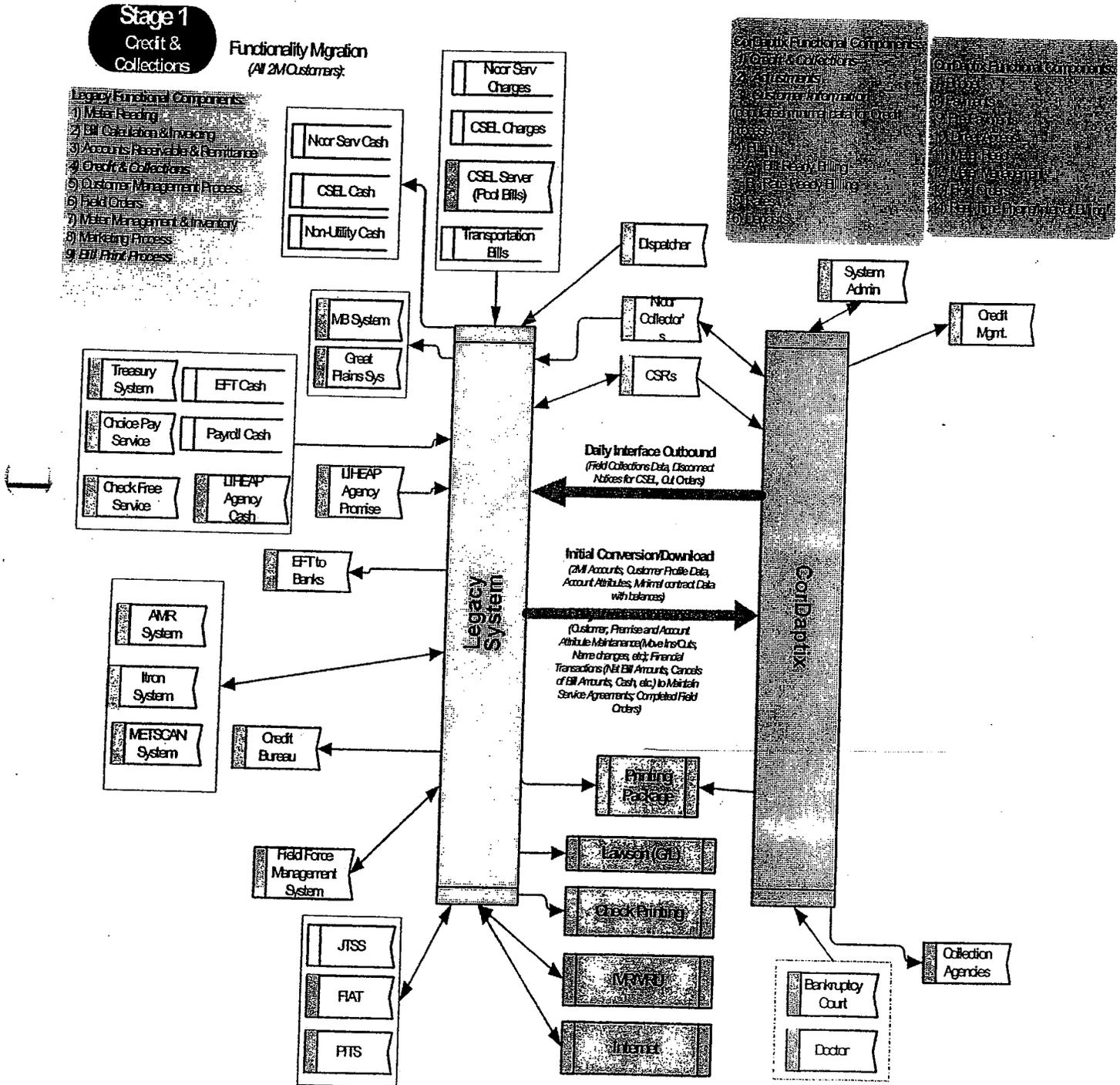


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Stage 1 - Credit & Collection Part 1, Adjustments Part 1

Interface Diagram:

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Functionality:

- CorDaptix functionality – Customer Information (partial, view only), Credit & Collection, Adjustment (partial, view only) components will be implemented in this stage.
- Legacy functionality – Part of Customer Service (CS), part of Credit (CR) will be migrated to CorDaptix, part of Revenue Accounting (RA) related to credit functionality will be migrated to CorDaptix.

Process and Scenario Overview:

This stage will engage the Credit and Collection module of CorDaptix. The Legacy credit and collection processes migrating to CorDaptix includes the following - credit cycle activity, servemence and collection activity, collection referral/agency information activity, aging of delinquencies, credit rating, charge-off, collection letters.

Interfaces:

Legacy Interfaces:

1. Send financial transaction (e.g. bill amount, payments, adjustments etc.) to CorDaptix.
2. Send customer/premise/account information (new & changed) to CorDaptix.
3. Communication between CorDaptix and Legacy system for credit related field orders (e.g. Cut-off, charge off, medical certificates, complaints etc.)

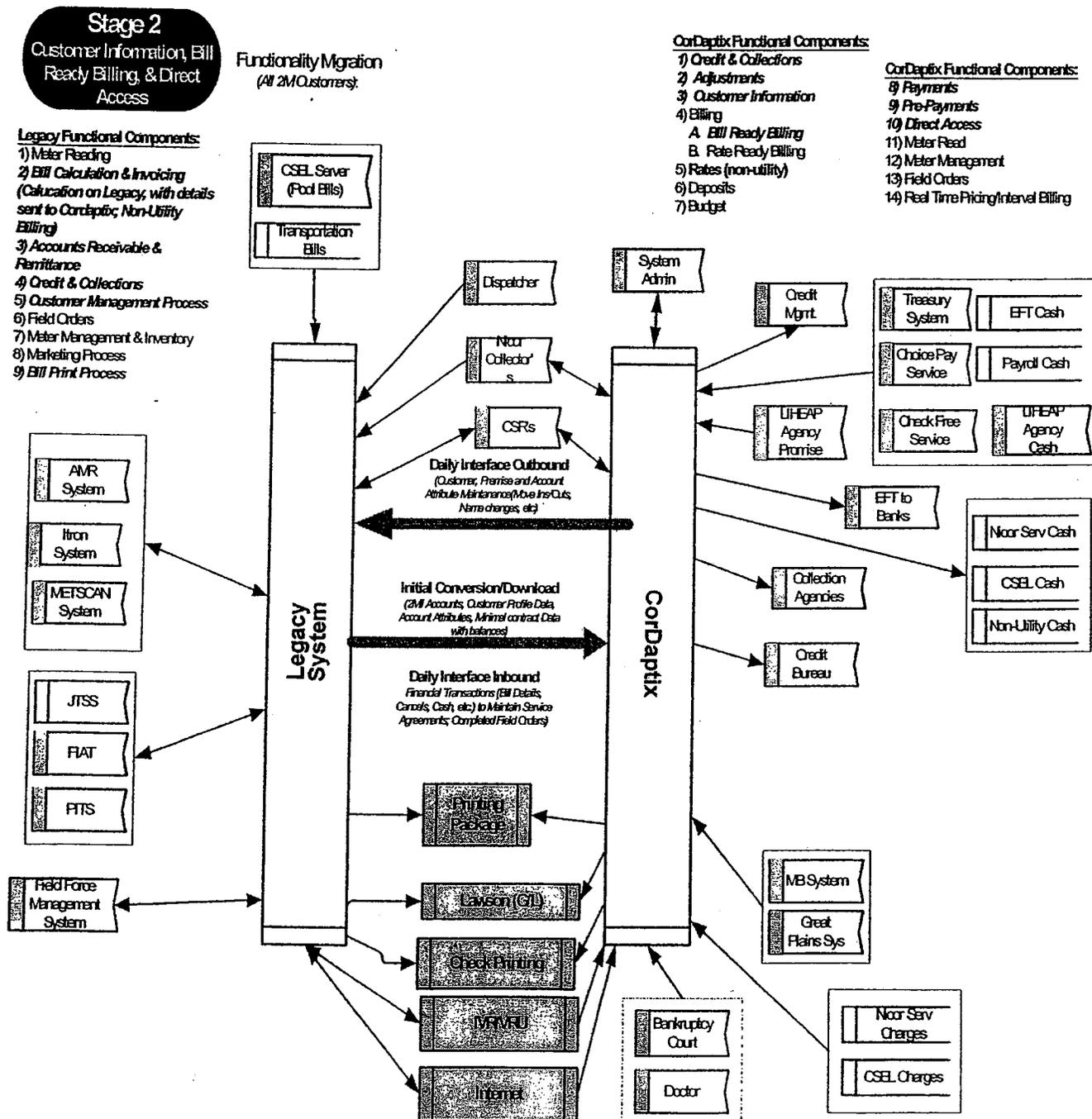
Non-Legacy Interfaces:

1. Collection Agencies need to communicate credit information with CorDaptix

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Stage 2 - Customer Information, Credit Part 2, Billing Part 1, Direct Access, Accounts Receivables

Interface Diagram:



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Functionality:

- CorDaptix functionality – Functionality from Customer Information, Billing (Bill Ready Billing, Deferred Payment Arrangements), Rates (non-utility billing), Direct Access, Payments, Adjustments (Rework), Deposits, Budgets components will be implemented in this stage.
- Legacy functionality – Functionality from Customer Service (CS - partial), rest of Credit (CR), part of Revenue Accounting (RA), part of Customer Select (CSEL), Nicor Energy Services/Service Contracts (SC), Miscellaneous Billing (MB), Great Plains (GP), Correspondence Tracking (CT), CallBacks (CB), Agent Payment (AG) will be migrated to CorDaptix.

Process and Scenario Overview:

This stage will engage the Customer Information, Billing (partial), Rates (partial), Direct Access, Payments, Adjustments, Deposits, and Budgets. This stage will include data transfer of additional customer account information for customer management and calculated billing information for billing invoices (bill print). The Legacy processes migrating to CorDaptix includes the following - A/R and remittance process, non-utility billing (Customer Select, Nicor Service, summary billing, reading posting/storage, miscellaneous billing and billing through Great Plains system), and additional credit and collection functionality (deferred payment arrangements, deposits, energy assistance, budget plan, credit scoring, and late payment charge).

Assumptions:

1. The CSR's are accessing and maintaining customer, account, and premise information in CorDaptix. This includes working turn-ons and turn-offs on the CorDaptix's system.
2. Emergency and non-emergency orders (e.g. meter exchanges, removes, leak calls, etc.) will be issued from CorDaptix whenever Field Orders are implemented or in Stage 4 (whichever comes first).
3. CSR's will answer all financial account-related questions from CorDaptix – billing, cash, adjustments, etc.
4. Deferred Payment Arrangements and Budget Plan setups will be done in CorDaptix.
5. CorDaptix will bill deposits.
6. CorDaptix will process refunds.
7. Bill calculation for all utility regulated charges will remain on the Legacy system.
8. All non-utility billing will be handled by CorDaptix, this includes Great Plains, Miscellaneous Billing (MB), and Nicor Services Billing (excluding Fixed bill).
9. CorDaptix will manage Customer Select Supplier Contracts and Billing.
10. CorDaptix will maintain and create supplier cash files.
11. CorDaptix will do bill consolidation, with the billing data formatted and interfaced to the Print Software (CSF).
12. Postage sorting software from CSF will be purchase for interaction with CorDaptix. If it is not purchased then current USPS CRIS code system will be used.

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13. CorDaptix will handle internal Skip Tracing process.
14. Current billing, payment, and account maintenance functionality provided through Internet to customers should be provided through CorDaptix.
15. On-line generated customer letters will be generated from CorDaptix.
16. Meter reading reroute process will remain in the legacy system at this time.
17. Iron reads for all accounts will be sent to CorDaptix for storage and viewing.
18. Tracking of Correspondence & Call Back will be done in CorDaptix.
19. Nicor Services contracts will be set up & maintained in CorDaptix
20. Monthly financial reporting & journal entries for non-utility charges, adjustments and cash will be done from CorDaptix.
21. Monthly financial reporting & journal entries for utility charges will remain in Legacy.
22. Billing related attributes maintained by CorDaptix need to be sent to Legacy.
23. All Legacy reporting functionality will be migrated to CorDaptix.
24. Transportation and Customer Select Pool Billing will remain on the legacy system.

Business Impacts:

Billing Part 1 – Bill Ready:

- 9 transactions - The limitation to 9 transactions per bill will be lifted allowing flexibility, clarity and efficiency to the transaction process.
- Consolidated billing - Using the customer-centric model's capabilities, Nicor can offer consolidated billing for its customers with multiple accounts – increasing customer satisfaction.
- Billing schedule – Meter reading will no longer be the primary driver for bill issuance. Nicor can tailor its billing schedule to other processes.
- Audit tracking – The new system can serve as another data verification tool – providing additional quality assurance to legacy data.
- Graphical user interface (GUI) screens – Overall, CSR training and time-to-competency should decrease.

Customer Information:

- Customer profile information – Presents the CSR with important customer information (i.e. multiple contact source history – call, mail, email, IVR, web, etc., services most likely to purchase, etc.) taking some of the “guesswork” away and increasing CSR morale and customer satisfaction.
- CSR and company staff training - Initial training and competency will require a learning curve – due to confusion toggling between two systems (SPL and legacy) and the extended usage of a computer mouse (mostly CSRs).
 - Program maintenance changes into production can be implemented in larger phases – decreasing training time
 - Major SPL system upgrades could significantly change CSR interfaces – increasing training time.
- Open architecture – Allows for quicker deployment of new business technologies (i.e. CRM technologies, ACD, CTI, ERMS, web self-service, etc.)
- BI's will be worked in Legacy.

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Accounts Receivable:

- Payment types – Identifying various payment types enhance the user's knowledge and empowers them too more effectively resolve customer issues.
- Adjustments – Using adjustments to resolve specific billing issues instead of canceling and rebilling clarifies billing and enhances customer satisfaction.

Impacts to Legacy & CorDaptix:

Legacy Impacts:

1. Create a new program to communicate field orders to Legacy, which are initiated by CorDaptix.
2. Decommission the bill printing programs.
3. Decommission the refund draft programs
4. Decommission the remainder of the Credit functionality – deferred payment arrangements, deposits billing, budget plan, skip tracing.
5. Turn off financial transactions interface from Legacy to CorDaptix, which is built for Credit & Collection.
6. Decommission disconnect notice file for CSEL suppliers.
7. Modularize the order appointment functionality and the estimated turn-on and turn-off business rules.
8. Remove modules creating letters to customers.
9. Decommission any legacy functionality now owned by CorDaptix, which is routed from the IVR system.
10. Decommission Legacy reports related to the functionality implemented in CorDaptix this stage.

CorDaptix Impacts:

1. Supplier and Customer relationships will have to be established in CorDaptix.
2. Supplier Cash file management will be handled by CorDaptix.
3. CorDaptix will log journal entries for cash and adjustments to Lawson System.
4. Create new letter templates to be utilized by the CSR for customer correspondence.
5. Real time interface for querying the legacy system for appointment confirmation and estimation eligibility.
6. Monthly financial reporting for adjustments and cash will be done from CorDaptix.
7. New batch process to create "To Do's" for internal Skip Tracing account identification.
8. Handle transactions from the IVR system.

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9. CorDaptix will maintain and store meter reads, meter number and reroute information.
10. CorDaptix will need a plug-in modification for calculating finance charge on budget plan accounts.
11. CorDaptix will need a plug-in modification for calculating earn credit.
11. Create business unit reports from CorDaptix.

Interfaces:

Legacy Interfaces:

1. Customer/account/premise data need to synchronize between Legacy System and CorDaptix.
2. Billing details from Legacy (RA, SB, Nicor Services Fixed Bill) should be sent to CorDaptix Billing component.
3. Send meter number and meter reads to CorDaptix.
4. Any field orders initiated from CorDaptix as part of this stage need to have real time interface with legacy.
5. Results of field orders initiated from CorDaptix and captured in Legacy should be communicated back to CorDaptix.
6. Sends account number changes to CorDaptix.

Non-Legacy Interfaces:

1. Payments received through various mechanisms (e.g. Treasury, Payroll, Choice Pay, CheckFree, Credit Card, FirstTech, EFT etc.) should be sent to CorDaptix. Any set up activities related to these payment mechanisms should be handled through CorDaptix interface.
2. CorDaptix will create files for EFT customers, CheckFree, and Choice Pay.
3. CSEL Suppliers billing charges will be interfaced directly into CorDaptix.
4. CorDaptix will create Supplier Cash files.
5. The journal entries, for non-utility charges, cash and adjustments, will be generated and routed through CorDaptix to Lawson system.
6. CorDaptix will send the entire bill printing information to the Print Package (CSF).
7. Check printing interface should be enabled through CorDaptix.
8. Billing details, payment information, and some customer demographic details provided through Internet today, will be managed through CorDaptix.
9. Account Maintenance will be enabled through the Internet.

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10. Credit Bureau (e.g. Equifax) need to be interfaced to CorDaptix for communication of Credit Scoring Information.
11. CorDaptix will interface with Print Package (CSF) for postage sorting functionality.
12. IVR needs to communicate to CorDaptix for account queries, deferred payment arrangements (DPA) setups, etc.
13. Bankruptcy Court interfaces with CorDaptix.
14. External files interfaced with Great Plains (GP), Miscellaneous Billing (MB) will need to be handle through CorDaptix.
15. CorDaptix will communicate customer letters, communications to Print Package (CSF).
16. Create disconnect notice files for CSEL suppliers.
17. All client owned external databases, spreadsheets, and queries receiving data from the Legacy system used for miscellaneous activities need to be redirected to CorDaptix.

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Stage 3 - Rate Ready Billing and Meter Reading

Interface Diagram:

Stage 3
Rate Ready Billing & Meter Reading

Functionality Migration
(All 2M Customers)

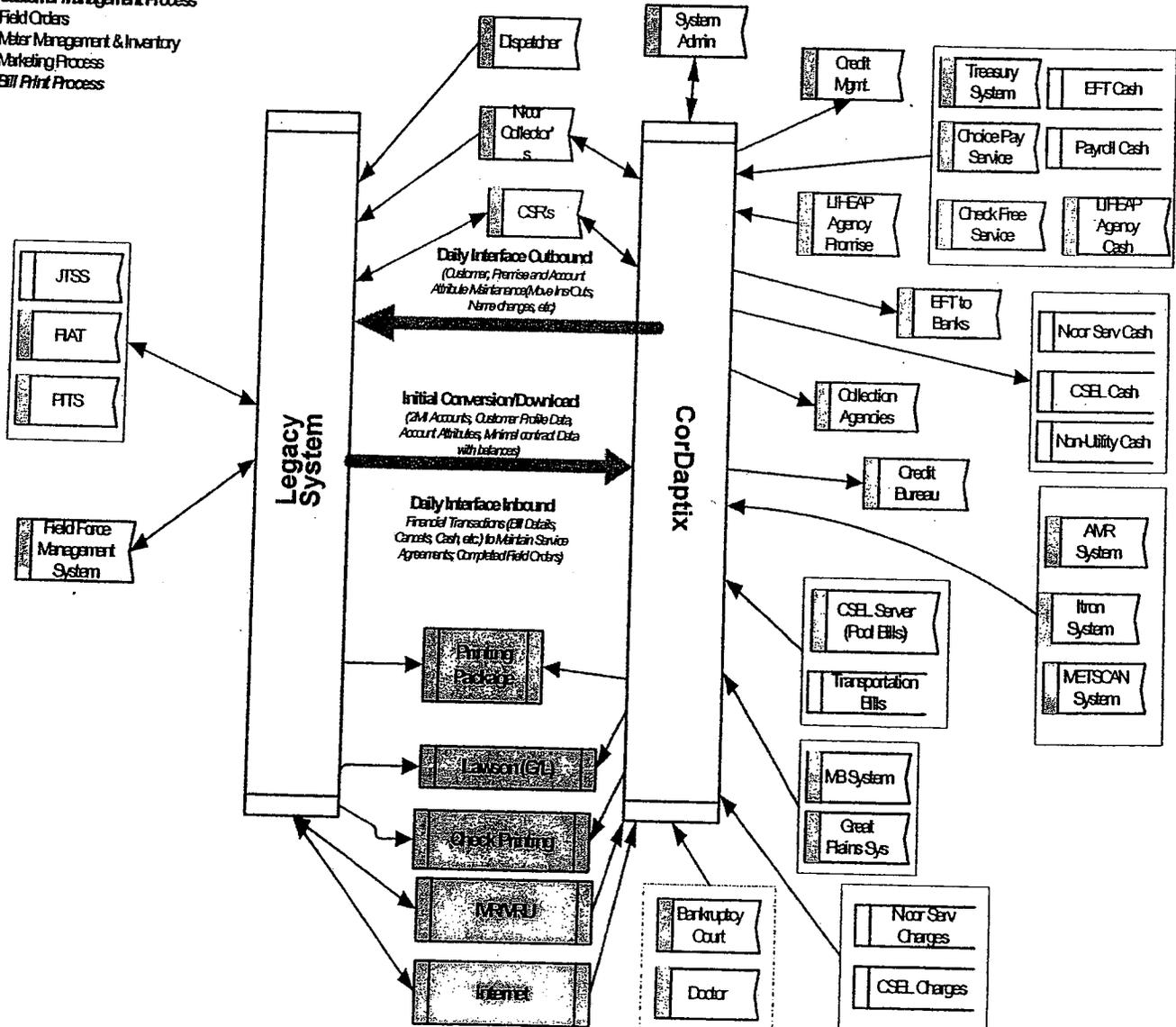
- Legacy Functional Components:
- 1) Meter Reading
 - 2) Bill Calculation & Invoicing
 - 3) Accounts Receivable & Remittance
 - 4) Credit & Collections
 - 5) Customer Management Process
 - 6) Field Orders
 - 7) Meter Management & Inventory
 - 8) Marketing Process
 - 9) Bill Print Process

CorDaptix Functional Components:

- 1) Credit & Collections
- 2) Adjustments
- 3) Customer Information
- 4) Billing
 - A. Bill Ready Billing
 - B. Rate Ready Billing
- 5) Rates
- 6) Deposits
- 7) Budget

CorDaptix Functional Components:

- 8) Payments
- 9) Pre-Payments
- 10) Direct Access
- 11) Meter Read
- 12) Meter Management
- 13) Field Orders
- 14) Real Time Pricing/Interval Billing



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Functionality:

- CorDaptix – Rates (utility billing), Billing (Rate Ready Billing), and Meter Read components will be implemented in this stage.
- Legacy – Meter Read (MR), part of Meter Accuracy (MA), rest of Revenue Accounting (RA), Purchase Gas (PG), Bill Frequency (BF), Atmospheric Corrosion (AC), and Auxiliary Meter Reading (AM) will be migrated to CorDaptix.

Process and Scenario Overview:

Billing Part 2 (Rate Ready), Bill Calculation and Meter Reading.

This stage will engage the Meter Reading and full Rates and Billing modules of CorDaptix. The Legacy process migrating to CorDaptix includes the following – usage calculation, bill calculation, state & municipal tax calculation, unbill revenue calculation; meter reading upload/download, exception handling, estimation of reads, dial card issuance, and factor establishment and refinement.

Assumptions:

1. Franchise Gas accounts may have to be handled on the Legacy system first to split free from usage to be billed. (We might be able to do something in CorDaptix, need to pursue)
2. Meter upload & download will be handle through CorDaptix.
3. CorDaptix can capture code compliance results from ITRON system.
4. Revenue Accounting financial and usage reporting will be done from CorDaptix.
5. Municipal Tax reporting and reconciliation will be done from CorDaptix.
6. State Tax reporting and reconciliation will be done from CorDaptix.
7. Gas Supply Charge (GSC) reporting and reconciliation will be done from CorDaptix.
8. Daily bill calculation verification and balancing will be done from CorDaptix.
9. CorDaptix will issue Dial Card forms/letters.
10. Adhoc queries and reports will be generated from CorDaptix.
11. CorDaptix can trigger code compliance inspection to the ITRON system.

Business Impacts:

Billing Part 2 (rate ready/bill calculation):

- New billing and payment processes - Quicker implementation due to the parameterized rate structure (i.e. Fixed Bill, Budget Plan, etc.)
- SPL capability questions - Franchise gas, transportation billing, GSC calculation, environmental cost recovery, etc.

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- Rate case - Evaluation and implementation are expedited due to SPL's open data architecture and parameterized rate structure.

Meter Reading:

- Route management
 - Ad-hoc route re-sequencing and Meter Reader input must be handled manually for updates.
 - Route optimization system (future capability) will have a more streamlined integration due to the open architecture.
- Reading period - Period variability permits flexibility with reading and billing cycles.
- Estimating criteria - SPL's estimating model is simplistic in comparison to Nicor's. Further evaluation is required to determine SPL's estimating accuracy.

Impacts to Legacy & CorDaptix:

Legacy Impacts:

1. Decommission the meter read programs.
2. Decommission the Revenue Accounting (RA) batch programs.
3. Decommission the CS batch programs interfacing with the RA system.
4. Decommission Legacy reports related to the functionality implemented in CorDaptix this stage.

CorDaptix Impacts:

1. CorDaptix needs to handle algorithm to create Itron indicators for atmospheric corrosion and CORCON programs.
2. Create new modules, in CorDaptix, for generating the unbill-estimated usage for both CSEL cash out and unbill-revenue reporting for the monthly reporting.
3. CSEL Cash Out estimation functionality may be done on CorDaptix with a plug-in modification.
4. Need to reformat the Itron upload and download files.
5. Modify CorDaptix to process the dynamic re-sequencing of routes done by meter readers.
6. Taxing and Franchise gas attributes will be setup as billing and premise characteristics.
7. Franchise Gas processing will require a plug-in modification.
8. Need to establish and setup meter reading schedule.
9. Handling of summer billing and year round bi-monthly billing, and monthly is a function gap in CorDaptix. Perhaps establishing different routes and cycles can be done with a plug-in.
10. Monthly accounts meter reading scheduling is a big gap in CorDaptix. Perhaps establishing different routes and cycles can be done with a plug-in.
11. CorDaptix will need to be modified to handle factor establishment and refinement.

CIS Re-Engineering Model and Approach

12. Meter Reading exception handling & reporting will be done from CorDaptix.
13. CorDaptix needs to handle estimation and pro-ration using degree-days.
14. Monthly financial reporting and journal entries will be done from CorDaptix.
15. Create business unit reports from CorDaptix.