1   **Q.**   **On other CSS-type projects, how have EY budget estimates compared to actual**
2   **project costs and schedules? Please provide a table showing EY performance on**
3   **CSS project cost estimates and schedules in the past.**
4
5   A.   In the cases where we are awarded the systems integration work for a new CIS, we do
6   track our initial contracted bid amount versus what we are actually paid for the initially
7   contracted scope of work. Since the fees paid to the systems integrator are typically the
8   largest expense of a new CIS project, the percent variance between the fees
9   estimated/budgeted and actually paid to the systems integrator for the initial scope of
10   work is a reasonable proxy for the accuracy of the overall project estimate.
11
12   In five CIS implementations that EY has completed in recent years for utilities ranging in
13   size from 55,000 to 550,000 customers, the cost variances from our bid amounts (from
14   low to high) were 0%, 0%, 2.6%, 6.9% and 13.7% for a weighted average value of +
15   4.8%. The 13.7% variance occurred on a project which required significant additional
16   effort for requirements not accurately accounted for in the RFP. Refer to CA-NP-178 part
17   a regarding cost overruns and safeguards.