

EXHIBIT A

Specific areas of interest to the Owner for assessing UB&C business operations and performance

1. Industry Standard Performance Metrics for UB&C Operations

- a. What are Industry Standard Performance Metrics for a UB&C Operation?
- b. What is the Basis of Measurement?
- c. How often are Metrics Measured and Reported?
- d. What Defines Best-in-Class Performance?

2. Best Practices for Customer Service

- a. Best Practices for Customer Engagement Monitoring and Reporting
- b. Industry Standard Performance Metrics for UB&C Call Centers
- c. Best Practices for Responding to Customer Inquiries via Email
- d. Industry Standard Training for UB&C Customer Service Staff
- e. Industry Standard Job Specifications for UB&C Staff

3. Best Practices for Managing Delinquent Accounts

- a. Industry Standard for Utility Billing Revenue Capture
- b. Industry Standard Thresholds for Defining Delinquent Accounts
- c. Best Practices for Collecting Delinquent Balances
- d. Best Practices for Setting Up Payment Plans
- e. Best Practices for Referring Delinquent Accounts to Third-Party Collection Agencies
- f. Best Practices for Managing and Conducting Service Shutoffs
- g. Best Practices for Writing Off Delinquent Accounts

4. Best Practices for Protecting Against Identify Theft and Fraudulent Account Setup

5. UB&C Business Systems

- a. Current Industry Standards for Automated Call Distributor Systems
 - i. *What are best-in-class features for such systems*
- b. Current Industry Standards Utility Billing/Customer Information Systems
 - i. *What are best-in-class features for such systems*