

Energy Billing System - Email Communications

EMAIL CHAIN 1: Data Migration Crisis Escalation

Initial Problem Report

From: Lisa Thompson lisa.thompson@energyco.com
To: Sarah Williams sarah.williams@energyco.com
Date: October 2, 2025, 9:47 AM IDT
Subject: Urgent: Data quality issues worse than expected

Sarah,

We have a problem. The full ETL run I kicked off yesterday revealed significantly worse data quality in the legacy system than our initial sampling indicated.

Numbers:

- Initial estimate: 5% problematic records (~120K accounts)
- Actual discovery: 15% problematic records (~352K accounts)

I need to brief you on this before the stakeholder meeting this afternoon. Can you do 10:30 AM? This is going to impact our timeline.

Lisa

From: Sarah Williams sarah.williams@energyco.com
To: Lisa Thompson lisa.thompson@energyco.com
Date: October 2, 2025, 9:52 AM IDT
Subject: RE: Urgent: Data quality issues worse than expected

Lisa - 10:30 works. Conference room B or your office?

Give me the headline impact: are we talking days or weeks of delay?

Sarah

From: Lisa Thompson lisa.thompson@energyco.com
To: Sarah Williams sarah.williams@energyco.com
Date: October 2, 2025, 10:01 AM IDT
Subject: RE: Urgent: Data quality issues worse than expected

Your office is better - I'll bring the detailed analysis.

Headline: 2-4 weeks depending on how we approach it. With current resources, we're looking at November 15 instead of October 25 for data verification complete. If we can get additional help and adjust scope, we might contain it to 2 weeks.

The sampling methodology was flawed - we happened to pull from the "cleaner" segments of the data. Full-scale testing exposed the real issues.

See you at 10:30.

Lisa

Escalation to Executive Sponsor

From: Sarah Williams sarah.williams@energyco.com
To: Jennifer Morrison jennifer.morrison@energyco.com
CC: David Chen david.chen@energyco.com
Date: October 2, 2025, 2:15 PM IDT
Subject: EBS - Need decision by Friday: Data migration timeline & budget

Jennifer,

I need to escalate a significant issue that emerged this week and requires your decision by end of day Friday.

Situation: Legacy data quality issues are 3x worse than estimated. This threatens our data migration timeline and potentially our overall project schedule.

Impact: 2-4 week delay to Data Verification Milestone without intervention.

Options:

1. Accept 4-week delay, stay within budget (high risk to downstream milestones)
2. Spend \$48K for contract resources, contain delay to 2 weeks (my recommendation)
3. Reduce scope to active customers only, defer problem accounts (requires policy decision)

I'm drafting a detailed memo with analysis and recommendation. Can we schedule 30 minutes Thursday or Friday to discuss? This needs your approval before I can engage contractors or adjust scope.

Sarah Williams Program Manager, EBS Modernization

From: Jennifer Morrison jennifer.morrison@energyco.com
To: Sarah Williams sarah.williams@energyco.com
CC: David Chen david.chen@energyco.com
Date: October 2, 2025, 3:42 PM IDT
Subject: RE: EBS - Need decision by Friday: Data migration timeline & budget

Sarah,

This is concerning but I appreciate the early heads-up.

Thursday 2:00 PM works for me. David, can you join? I want your perspective on the technical feasibility of the options.

Before the meeting, I need:

1. Detailed cost breakdown of the \$48K option
2. Risk assessment if we go with option 3 (reduced scope)
3. Your honest assessment of whether there are other surprises lurking

Send the detailed memo by Wednesday EOD so we have time to review before the meeting.

Jennifer Morrison VP Finance & Operations

From: David Chen david.chen@energyco.com
To: Jennifer Morrison jennifer.morrison@energyco.com, Sarah Williams sarah.williams@energyco.com
Date: October 2, 2025, 4:18 PM IDT
Subject: RE: EBS - Need decision by Friday: Data migration timeline & budget

I can join Thursday 2 PM.

Sarah - I'll also want Lisa Thompson on the call to walk through the technical details. And I need to understand why our initial data sampling didn't catch this. That's a methodology failure we need to address regardless of which option we choose.

See you Thursday.

David Chen Director of IT Operations

Detailed Escalation Memo

From: Sarah Williams sarah.williams@energyco.com

To: Jennifer Morrison jennifer.morrison@energyco.com, David Chen david.chen@energyco.com

CC: Lisa Thompson lisa.thompson@energyco.com, Dr. Robert Kumar robert.kumar@energyco.com

Date: October 3, 2025, 5:15 PM IDT

Subject: DECISION MEMO: EBS Risk R3 (Data Migration) - Executive Escalation

Attachments: Data_Quality_Analysis_Oct2025.xlsx, Mitigation_Options_Comparison.pdf, Contract_Resources_SOW.pdf

Jennifer and David,

Per our discussion, here is the detailed analysis for Thursday's decision meeting.

EXECUTIVE SUMMARY

Legacy data quality issues affect 352,000 customer accounts (15% of total), three times our original estimate. Without mitigation, this creates a 4-week delay to our Data Verification Milestone, putting downstream phases at risk.

Recommended Action: Approve Option 2 (Enhanced Resources + Focused Scope) at \$48K cost, containing delay to 2 weeks and maintaining overall project timeline.

SITUATION ANALYSIS

What Happened:

Our Phase 1 ETL full-scale test (2.35M records) revealed significantly higher data quality issues than initial sampling predicted:

- Service address problems: 42,000 accounts (missing postal codes, formatting issues)
- Orphaned records: 10,500 accounts (broken foreign key relationships)
- Data type issues: 17,600 fields (incorrect formats, parsing failures)
- Duplicate accounts: 7,200 accounts (require manual merge decisions)

Why Initial Sampling Failed:

Our March 2025 sampling methodology used a stratified random sample of 5,000 accounts. Investigation shows this sample was inadvertently drawn from newer account segments (created 2015-2024) which have better data quality due to improved data entry systems. The bulk of data quality problems exist in pre-2015 accounts from legacy system migrations in the 1990s and 2000s.

Lisa Thompson and her team followed standard sampling practices, but the age-based stratification in the legacy system wasn't visible to us. This is a learning for future data assessment projects.

IMPACT ASSESSMENT

Timeline Impact:

Original schedule:

- Data Verification Milestone: October 25, 2025
- UAT Start: December 2, 2025
- Parallel Testing: January 15, 2026
- Production Cutover: April 1, 2026

Without mitigation:

- Data Verification: November 15, 2025 (+21 days)
- UAT Start: December 16, 2025 (+14 days - compressed due to holiday conflicts)
- Risk: Parallel testing delay or inadequate UAT coverage

With Option 2 mitigation:

- Data Verification: November 8, 2025 (+14 days)
- UAT Start: December 2, 2025 (no change - absorbed into buffer)
- Parallel Testing: January 15, 2026 (no change)
- Production Cutover: April 1, 2026 (no change)

Financial Impact:

See attached detailed cost breakdown. Summary:

- Current project budget: \$4.2M
- Spent to date: \$1.8M (43%)
- Remaining budget: \$2.4M
- Contingency reserve: \$420K (10% of total)
- Option 2 cost: \$48K (11% of contingency, 1.1% of total budget)

OPTIONS ANALYSIS

Option 1: Accept Delay, No Additional Cost

Description: Continue with current 3-person data team, process all 352K problematic accounts

Timeline: November 15 completion (+21 days)

Cost: \$0 additional

Pros:

- No budget impact
- Complete data migration (100% of accounts)

Cons:

- 21-day delay to critical path milestone
- Compresses UAT timeline (December holidays make schedule recovery difficult)
- High risk of downstream delays
- Team burnout from extended crunch period

Risk Rating: HIGH

Option 2: Enhanced Resources + Focused Scope (RECOMMENDED)

Description:

- Engage 2 contract data analysts (4 weeks, \$48K total)
- Focus Phase 1 on 2.35M active accounts with good data quality (95% of customer base)
- Move 352K problematic accounts to separate "Archive Database" for post-cutover cleanup
- Automated tooling development to reduce manual remediation effort

Timeline: November 8 completion (+14 days)

Cost: \$48,000 from contingency reserve

Detailed Cost Breakdown:

- 2 contract data analysts @ \$120/hour × 40 hours/week × 4 weeks = \$38,400
- Contractor onboarding/offboarding administration = \$2,400
- Additional AWS resources for parallel processing = \$3,200
- Contingency buffer (10%) = \$4,000
- **Total: \$48,000**

Pros:

- Contains delay to 2 weeks (absorbed by existing schedule buffers)

- Enables on-time April cutover for 95% of customer base
- Maintains team morale (prevents 6-week death march)
- Post-cutover cleanup has no critical path impact
- Contractor expertise accelerates remediation

Cons:

- Budget impact (though within contingency)
- 5% of accounts (inactive) deferred to post-cutover
- Requires vendor procurement process (1 week)

Risk Rating: LOW-MEDIUM

Regulatory Compliance: Confirmed with Emily Watson (Compliance) that deferring inactive account migration does not violate any regulatory requirements. Audit trail and reporting obligations focus on active accounts.

Option 3: Reduce Scope Permanently

Description: Migrate only active accounts (2.35M), abandon historical data for 352K inactive accounts

Timeline: October 30 completion (+5 days)

Cost: \$0 additional

Pros:

- Minimal timeline impact
- No budget impact
- Simplifies long-term data maintenance

Cons:

- Permanent loss of historical data for 352K accounts
- Customer service impact if inactive accounts reactivate
- Potential regulatory concerns for record retention
- Reputational risk if data loss becomes public

Risk Rating: MEDIUM-HIGH (not recommended due to data loss concerns)

RECOMMENDATION

Approve Option 2: Enhanced Resources + Focused Scope

This option balances cost, timeline, and risk most effectively:

1. **Timeline Protection:** 2-week delay is absorbed by existing buffers, maintaining April cutover date
2. **Cost Reasonable:** \$48K (1.1% of project budget) is appropriate mitigation for schedule risk
3. **Scope Pragmatic:** 95% coverage for cutover, complete coverage within 3-6 months post-cutover
4. **Team Health:** Prevents burnout from unrealistic schedule compression
5. **Quality Maintained:** Adequate time for proper data validation and testing

DECISION REQUIRED

I need approval for the following by EOD Friday, October 4:

Decision 1: Budget authorization for \$48,000 from contingency reserve

Decision 2: Acceptance of focused migration strategy (active accounts priority, inactive accounts deferred)

Decision 3: Acknowledgment of revised Data Verification Milestone date (November 8, 2025)

PROCUREMENT PROCESS

If approved, procurement timeline:

- Thursday Oct 3: Decision meeting, approval obtained
- Friday Oct 4: SOW submitted to procurement
- Monday Oct 7: PO issued, contractors notified
- Tuesday Oct 8: Contractors begin work
- November 4: Contract work complete

Vendor: TechStaff Solutions (our preferred vendor, pre-screened candidates available)

LESSONS LEARNED

We will conduct a retrospective on data assessment methodology failures:

1. Sampling strategy did not account for age-based data quality variations
2. Need more comprehensive data profiling in discovery phase
3. Consider engaging data quality specialists earlier in future projects

These lessons will be documented and shared with PMO for other initiatives.

NEXT STEPS

Thursday, October 3, 2:00 PM - Decision meeting (Conference Room A / Zoom)

Attendees:

- Jennifer Morrison (decision authority)
- David Chen (technical approval)
- Sarah Williams (PM)
- Lisa Thompson (data lead, technical deep-dive)

I will prepare a decision slide deck and bring the contracts for signature if approved.

Questions before Thursday? Call my mobile: +972-50-555-8823

Sarah Williams Program Manager, EBS Modernization

EMAIL CHAIN 2: Finance UAT Coordination

Initial UAT Planning

From: Marcus Rodriguez marcus.rodriguez@energyco.com

To: Tom Richardson tom.richardson@energyco.com

CC: Sarah Williams sarah.williams@energyco.com, Michelle Anderson michelle.anderson@energyco.com

Date: September 18, 2025, 11:22 AM IDT

Subject: EBS UAT - Need to confirm Finance team availability (Dec 2-20)

Tom,

We're finalizing the UAT schedule for EBS billing logic testing. UAT window is December 2-20, 2025 (3 weeks, avoiding holiday week).

I need to confirm Finance team resource commitment. Based on our test plan (183 test cases across 12 test suites), we're estimating:

Week 1 (Dec 2-6): R1 residential tiered billing - 2 people, full-time

Week 2 (Dec 9-13): R2 TOU + commercial rates - 2 people, full-time

Week 3 (Dec 16-20): Edge cases, adjustments, tax calculations - 1 person, full-time

Can you confirm:

1. Which Finance team members will participate?
2. Are they available for dedicated UAT during these dates?
3. Any conflicts or constraints I should know about?

We need confirmation by October 1 to finalize the detailed test schedule and prepare training materials.

Thanks, Marcus Rodriguez Product Owner, EBS

From: Tom Richardson tom.richardson@energyco.com
To: Marcus Rodriguez marcus.rodriguez@energyco.com
CC: Sarah Williams sarah.williams@energyco.com, Michelle Anderson michelle.anderson@energyco.com
Date: September 18, 2025, 2:47 PM IDT
Subject: RE: EBS UAT - Need to confirm Finance team availability (Dec 2-20)

Marcus,

December is challenging timing with year-end close activities ramping up. Let me check with my team and Linda Chen (Finance Director) on resource availability.

Two concerns:

1. Full-time commitment for 3 weeks is aggressive - can we do half-day sessions instead?
2. December 16-20 is particularly bad timing (we're in the middle of Q4 preliminary closing activities)

Can we schedule a call to discuss alternatives? Maybe extend the UAT window to 4 weeks with part-time participation? Or start earlier (late November)?

Tom Richardson Senior Finance Manager

From: Marcus Rodriguez marcus.rodriguez@energyco.com
To: Tom Richardson tom.richardson@energyco.com
CC: Sarah Williams sarah.williams@energyco.com, Michelle Anderson michelle.anderson@energyco.com
Date: September 19, 2025, 9:15 AM IDT
Subject: RE: EBS UAT - Need to confirm Finance team availability (Dec 2-20)

Tom,

I understand the year-end close conflict. Let's find a workable solution.

Call scheduled: Friday Sept 20, 10:00 AM (30 minutes)

Before the call, let me explain why the commitment level matters:

UAT isn't just "testing the software" - your team needs to validate that every calculation matches your business rules and regulatory requirements. You're the domain experts who will catch calculation errors that QA can't see.

If we compress to half-days, we're looking at 6 weeks instead of 3, pushing into January. That delays our parallel testing start and puts April cutover at risk.

Possible compromise: Could we frontload heavy testing to early December (Dec 2-13) with full-time participation, then have lighter touch in late December for edge cases? Or shift entirely to November 18-December 13?

Let's work through options on Friday's call.

Marcus

UAT Resource Negotiation

From: Sarah Williams sarah.williams@energyco.com

To: Linda Chen linda.chen@energyco.com

CC: Tom Richardson tom.richardson@energyco.com, Marcus Rodriguez
marcus.rodriguez@energyco.com

Date: September 23, 2025, 3:30 PM IDT

Subject: EBS UAT - Escalation needed for Finance resource commitment

Linda,

Following up on last week's discussion with Tom Richardson regarding Finance team participation in EBS User Acceptance Testing.

The Challenge:

We need dedicated Finance team participation for UAT (Dec 2-20) to validate billing calculations. Tom raised valid concerns about year-end close conflicts, but we haven't yet found a mutually agreeable solution.

Why This Matters:

Finance sign-off on billing accuracy is our go/no-go gate for production cutover. Without thorough UAT, we risk:

- Billing calculation errors going to production (regulatory and financial exposure)
- Customer complaints and support burden
- Potential revenue recognition issues

This is not optional testing - it's the control gate that protects the company from billing errors affecting 2.3M customers and \$145M in monthly revenue.

What I Need:

Your help securing firm commitment from Finance team:

- 2 Senior Billing Analysts (full-time, Dec 2-13)
- 1 Senior Billing Analyst (full-time, Dec 16-20)
- Your personal sign-off at UAT completion (Dec 20, final review meeting)

Compromise Proposal:

After discussions with Tom, we can offer:

- Shift UAT to November 25 - December 20 (start earlier, before heavy year-end close)
- Provide your team early access to staging environment in November for familiarization
- Schedule most intensive testing Nov 25-Dec 13, lighter testing Dec 16-20
- Dedicated project coordinator to minimize administrative burden on your team

Alternative (Less Preferred):

Delay entire project by 6 weeks, move UAT to January, push cutover to May. This avoids year-end conflict but significantly impacts project ROI timeline and budget.

Can we schedule time this week to discuss? I want to find a solution that works for Finance operations while protecting project success.

Sarah Williams Program Manager, EBS Modernization sarah.williams@energyco.com
+972-50-555-8823

From: Linda Chen linda.chen@energyco.com
To: Sarah Williams sarah.williams@energyco.com
CC: Tom Richardson tom.richardson@energyco.com, Marcus Rodriguez
marcus.rodriguez@energyco.com, Jennifer Morrison jennifer.morrison@energyco.com
Date: September 24, 2025, 9:42 AM IDT
Subject: RE: EBS UAT - Escalation needed for Finance resource commitment

Sarah,

Thank you for the detailed explanation and the compromise proposal. I appreciate you understanding our year-end constraints.

After reviewing with Tom and my team, here's what we can commit to:

Finance UAT Resource Commitment:

Team Members:

- Rachel Kim (Senior Billing Analyst, 10 years experience) - Lead UAT tester
- David Park (Billing Analyst, 5 years experience) - Secondary tester
- Tom Richardson (Senior Manager) - Executive reviewer, sign-off authority

Schedule:

- November 25-29: Rachel + David (full-time, initial test suite execution)
- December 2-6: Rachel + David (full-time, complex scenarios and edge cases)
- December 9-13: Rachel (full-time), David (half-time, he has year-end closing responsibilities)
- December 16-20: Rachel (half-time, final validation and regression testing)
- December 20: Tom Richardson + Linda Chen (final review and sign-off meeting)

Conditions:

1. **Training:** Rachel and David need 2 days of hands-on training before UAT starts (Nov 20-21)
2. **Early Access:** Provide staging environment access by November 15 for exploration
3. **Test Materials:** All test cases, expected results, and procedures documented by November 18
4. **Support:** Dedicated developer support during UAT to answer questions and fix bugs immediately
5. **Flexibility:** If critical year-end issues arise Dec 16-20, we may need to reduce hours with make-up time in January

My Personal Commitment:

I will attend the final UAT sign-off meeting (Dec 20) and provide executive approval for production cutover, assuming all test cases pass and no critical issues remain.

This is the best we can do given business constraints. If this doesn't meet project needs, we'll need to escalate to Jennifer Morrison for a broader business priority discussion.

Let me know if this works.

Linda Chen Director of Finance linda.chen@energyco.com

From: Sarah Williams sarah.williams@energyco.com

To: Linda Chen linda.chen@energyco.com

CC: Tom Richardson tom.richardson@energyco.com, Marcus Rodriguez

marcus.rodriguez@energyco.com, Michelle Anderson michelle.anderson@energyco.com

Date: September 24, 2025, 11:08 AM IDT

Subject: RE: EBS UAT - Escalation needed for Finance resource commitment

Linda,

Perfect - this commitment works for our needs. Thank you for working through the scheduling constraints with us.

Confirmed UAT Plan:

Training: November 20-21 (Rachel Kim, David Park)

- Day 1: System overview, navigation, test case review
- Day 2: Hands-on practice with sample test execution

Early Access: Staging environment available November 15

- Self-guided exploration
- Office hours available (Marcus Rodriguez, 2 hours/day)

UAT Execution: November 25 - December 20

- Resource allocation per your email confirmed
- Daily stand-ups (15 min, 9:00 AM)
- Developer support: James Patterson and team on-call during UAT hours

Sign-off: December 20, 2:00 PM

- Final review meeting (Tom Richardson, Linda Chen, Sarah Williams, Marcus Rodriguez)
- Sign-off document execution

Next Steps:

- Michelle Anderson will finalize test case documentation by November 18
- Marcus Rodriguez will schedule training sessions (Nov 20-21)
- I'll send calendar invites for all meetings this week

Thank you for making this work within your operational constraints. Your team's participation is critical to project success.

Sarah Williams Program Manager, EBS Modernization

EMAIL CHAIN 3: Technical Blocker Escalation

From: Carlos Martinez carlos.martinez@energyco.com
To: James Patterson james.patterson@energyco.com
CC: Sarah Williams sarah.williams@energyco.com
Date: October 1, 2025, 2:18 PM IDT
Subject: Blocker: Legacy mainframe database credentials still not received

James,

We're now 6 days past the scheduled delivery of production mainframe database credentials from IT Security, and I'm getting no response to my requests.

This is blocking:

- Integration testing between Rating Service and legacy customer database
- Data migration test runs with production-like data volumes
- Performance validation for end-to-end billing flow

I've sent three emails to security@energyco.com (Sept 25, Sept 28, Oct 1) with no response. Called the help desk twice - they said "it's in process" but can't give me a timeline.

We're using anonymized staging data as a workaround, but that's not adequate for final validation. We need production credentials by October 7 at the latest to stay on schedule.

Can you escalate this through your IT leadership channels? I'm not getting traction from my side.

Carlos Martinez DevOps Lead

From: James Patterson james.patterson@energyco.com
To: Carlos Martinez carlos.martinez@energyco.com
CC: Sarah Williams sarah.williams@energyco.com, David Chen david.chen@energyco.com
Date: October 1, 2025, 3:05 PM IDT
Subject: RE: Blocker: Legacy mainframe database credentials still not received

Carlos - adding David Chen (IT Director) to escalate.

David, we have a critical path blocker. IT Security was supposed to provide read-only mainframe database credentials by September 25 for integration testing. We're now a week past due with no response to multiple requests.

Impact:

- Integration testing blocked
- Sprint 14 goals at risk
- Potential 1-week schedule slip if not resolved by October 7

The credentials request went through proper channels (submitted September 15 with all required approvals). This should be a routine access request, but something is stuck in the security approval workflow.

Can you help us get this unstuck?

James Patterson Tech Lead - Backend

From: David Chen david.chen@energyco.com
To: James Patterson james.patterson@energyco.com, Carlos Martinez carlos.martinez@energyco.com
CC: Sarah Williams sarah.williams@energyco.com, Yael Goldstein yael.goldstein@energyco.com
Date: October 1, 2025, 4:22 PM IDT
Subject: RE: Blocker: Legacy mainframe database credentials still not received

I'm looking into this now. Adding Yael Goldstein (IT Security Manager) to the thread.

Yael - this is a high-priority project blocker. Can you check the status of the mainframe database access request submitted September 15 (request ID: SEC-2025-0915-047)?

We need read-only credentials for the EBS project team to access legacy customer database for integration testing. This has executive sponsorship from Jennifer Morrison and went through proper approval workflow.

Please provide status update and expedite if possible. Project timeline depends on resolving this by October 7.

David Chen Director of IT Operations

From: Yael Goldstein yael.goldstein@energyco.com
To: David Chen david.chen@energyco.com, James Patterson james.patterson@energyco.com, Carlos Martinez carlos.martinez@energyco.com
CC: Sarah Williams sarah.williams@energyco.com
Date: October 1, 2025, 5:47 PM IDT
Subject: RE: Blocker: Legacy mainframe database credentials still not received

Apologies for the delay. I've located the request - it's been sitting in the approval queue because the mainframe database owner (Michael Torres, Systems Engineering) hasn't responded to the access authorization request.

The security workflow requires the data owner to explicitly approve all access requests before we can provision credentials, even with executive sponsorship. Michael has been on vacation (returned today) and the request wasn't reassigned to his backup.

Resolution:

I've contacted Michael directly (just spoke with him 10 minutes ago). He confirmed he'll review and approve the request first thing tomorrow morning (October 2). Once approved, credential provisioning takes 4-6 hours.

Timeline:

- Tomorrow (Oct 2), 9:00 AM: Michael reviews and approves request
- Tomorrow (Oct 2), 2:00 PM: Credentials provisioned and delivered via secure email
- Tomorrow (Oct 2), 3:00 PM: Carlos can begin integration testing

I'll personally monitor this to ensure it doesn't get stuck again. My apologies for the process breakdown - we should have automatically reassigned the approval when Michael went on vacation.

Yael Goldstein IT Security Manager yael.goldstein@energyco.com

From: Sarah Williams sarah.williams@energyco.com

To: Yael Goldstein yael.goldstein@energyco.com

CC: David Chen david.chen@energyco.com, James Patterson james.patterson@energyco.com, Carlos Martinez carlos.martinez@energyco.com

Date: October 1, 2025, 6:12 PM IDT

Subject: RE: Blocker: Legacy mainframe database credentials still not received

Yael,

Thank you for jumping on this and getting it resolved. I appreciate you tracking it personally tomorrow.

One process improvement request: For critical project dependencies like this, can we establish an expedited approval pathway that routes around vacation absences? This isn't the first time we've hit delays due to approval workflow gaps.

Would you be open to a brief meeting next week to discuss how we can improve the process for future project needs?

Carlos - assuming credentials arrive by 2 PM tomorrow as Yael indicated, can you still meet the October 7 integration testing deadline?

Sarah Williams Program Manager, EBS

From: Carlos Martinez carlos.martinez@energyco.com
To: Sarah Williams sarah.williams@energyco.com
CC: Yael Goldstein yael.goldstein@energyco.com, David Chen david.chen@energyco.com, James Patterson james.patterson@energyco.com
Date: October 1, 2025, 6:28 PM IDT
Subject: RE: Blocker: Legacy mainframe database credentials still not received

Yes - if I have credentials by 2 PM tomorrow (Oct 2), we can complete integration testing by October 7. That gives us 5 days, which is adequate.

I'll plan to start testing immediately upon receiving credentials. Thanks everyone for the escalation and resolution.

Carlos Martinez DevOps Lead

From: Yael Goldstein yael.goldstein@energyco.com
To: Sarah Williams sarah.williams@energyco.com
CC: David Chen david.chen@energyco.com
Date: October 2, 2025, 8:15 AM IDT
Subject: RE: Blocker: Legacy mainframe database credentials still not received

Sarah,

Absolutely - I'd welcome a process improvement discussion. We should establish a "critical project" flag in our access request system that triggers automatic escalation if not approved within 48 hours.

I'll coordinate with David Chen to set up that meeting next week.

Also confirming: Michael Torres approved the access request at 8:05 AM this morning. Credentials are being provisioned now and will be delivered to Carlos by 1:00 PM today (ahead of the 2:00 PM estimate).

Yael

From: Carlos Martinez carlos.martinez@energyco.com
To: James Patterson james.patterson@energyco.com, Sarah Williams sarah.williams@energyco.com
Date: October 2, 2025, 1:34 PM IDT
Subject: RESOLVED: Legacy database credentials received, testing underway

Team,

Credentials received at 12:45 PM. Connection tested and working.

Integration testing now in progress. Will provide update at tomorrow's stand-up.

Thanks to everyone who helped escalate and resolve this blocker.

Carlos Martinez DevOps Lead