Proposal to:

The Village of Wellington

January 12, 2024

Consulting Services for AMI Procurement, Implementation Planning, and Program Management

Solution Services
Technology Planning and Implementation

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AMI Procurement, Implementation Planning, and Program Management Scope of Services

During the next phase of Wellington's transition to Advanced Metering Infrastructure (AMI), E Source will support the procurement of an AMI system, water meters, a Meter Installation Vendor (MIV), Meter Data Management System (MDMS), and Customer Engagement Portal (CEP), and provide overall implementation program management. We will guide Wellington in securing contracts that provide the best pricing, risk protection, and meet Wellington's business, operational, and technical requirements. This scope of services incorporates key implementation / planning tasks and optional tasks (including at the end of the SOW section). These tasks help ensure Wellington is organizationally prepared for the move to AMI, and that a plan is in place to inform, educate, and promote the benefits of AMI to the Village of Wellington water customers.

All terms and conditions of City of Beverly Hills, CA Contract No. 373-23 shall apply.

Phase 1: Project Design and Planning

Task 1.1: Project Management

One of the primary factors that distinguishes successful AMI projects is the quality of the overall project management. In the E Source model, based on the Project Management Institute's (PMI's) PMBOK® and Agile methodologies, our PM works very closely with the Wellington project manager and uses proven processes, methodologies, and templates to produce a robust, flexible implementation approach. Throughout all of the Wellington AMI project phases, we will maintain and monitor the "iron triangle" dimensions of cost, quality, and schedule. We have found most vendors and many utility owners do not have sufficient PM availability and we are highly experienced in helping a combined vendor and utility team execute successfully to the project baseline.

In the deployment phase, the E Source PM will be responsible for supporting the activities listed in Table 1. Our PM will manage the periodic project status cycle for Wellington, which includes measurement of progress towards the plan, performance status, risk management, items of concern, and open action items. The E Source PM will manage these items regularly and consistently track them. Specific activities are outlined in the table below.

Table 1. E Source Project Management Activities

PM ACTIVITY	DESCRIPTION
Scope Management	Ensure that the project plans outline all of the work required to complete the project successfully and that the client and vendors avoid scope creep. Scope management consists of initiation, scope planning, scope definition, scope verification, and scope change control.
Change Management	Ensure that a formal change control process is in place to control changes to the baseline project plan and SOW throughout the project lifecycle.
Cost Management	Ensure that the project is completed within the approved budget. Cost management consists of resource planning, cost estimating, cost budgeting, and cost control.
Quality Management	Ensure that the project will satisfy the needs for which it was undertaken. Quality management consists of quality planning, quality assurance, and quality control.

Reporting Management	Ensure timely and appropriate generation, collection, distribution, and storage of project information. Handle communications planning, performance reporting, and administrative closure.
Schedule Management	Ensure the timely completion of the project. Time management consists of activity definition, activity sequencing, activity duration estimating, and schedule development and control.
Vendor Management	Ensure that vendors are completing their contractual scope of work on schedule and within budget. Coordinate with technical resources as necessary to ensure verification of technical deliverables.
Resource Management	Ensure that qualified resources are available and properly prepared to perform each task. Identify project resourcing needs and coordinate with the appropriate organizations to meet them.
Risk & Issue Management	Ensure that risk is identified, analyzed, and responded to appropriately based on probability and impact in accordance with the risk management plan. Once a risk is realized, transition it to a pre-defined issue tracking and resolution process.

ASSUMPTIONS

- Assuming an overall project schedule of 33 months, E Source will provide 28 hours/month of PM support for the first 9 months of procurement and planning, 68 hours/month of PM support for the next 12 months of planning and implementation, ramping down to 24 hours/month for the last 12 months of full deployment.

DELIVERABLES

- Project Charter
- Project Execution Plan
- Project budget management
- Periodic status meetings (usually via phone or video conference) and reporting
- Periodic steering committee meetings and reports as well as updates for executive management and applicable governing board stakeholders
- Meeting agendas and minutes
- Develop and maintain the integrated project schedule
- Develop and maintain the risk and issue log
- End of project close out/summary report

Task 1.2: Water Meter Field Survey Support

A water meter field survey includes an assessment of meter asset data quality in existing systems (e.g., Customer Information System [CIS]), databases, or other tracking tools. It also involves identifying the condition of meters, meter boxes, box lids, and associated infrastructure across varying installation age and terrain. Results of the survey provide valuable information to inform the RFP with specific work the MIV may need to perform. Identifying field issues and quantities that cause the MIV extra work and including them in the RFP will obtain more accurate pricing. Specific issues may include infrastructure repairs, box and lid replacements, and valve repair / replacements.

Wellington recently performed a meter survey. E Source will provide advisory support to Wellington by 1) reviewing the survey results and identifying gaps in the information, 2) working with Wellington staff to develop a field survey plan that encompass a statistically significant percentage of the overall service area, 3)

reviewing the proposed survey forms to ensure all the needed data are collected, 4) extrapolating the results of the survey across the Wellington meter population for use in the RFP.

ASSUMPTIONS

- E Source will not perform the in-field survey. The actual in-field survey will be conducted by Wellington staff.
- Wellington will provide E Source with meter survey results for review.

DELIVERABLES

- Field Survey Requirements and Methodology Plan (Data Collection Plan) (*.docx)
- Extrapolated field conditions for the Wellington service area for inclusion in the RFP

Phase 2: Procurement

During the assessment phase, Wellington staff arrived at the following conclusions which are factored into this proposal. The implementation plan is depicted in Figure 1.

- Use a cellular AMI network.
- Use mechanical meters.
- Develop and publish a Request for Proposals (RFP) to obtain an AMI system, a Meter Data Management System (MDMS), water meters, meter endpoint installation services, and a Customer Engagement Portal.

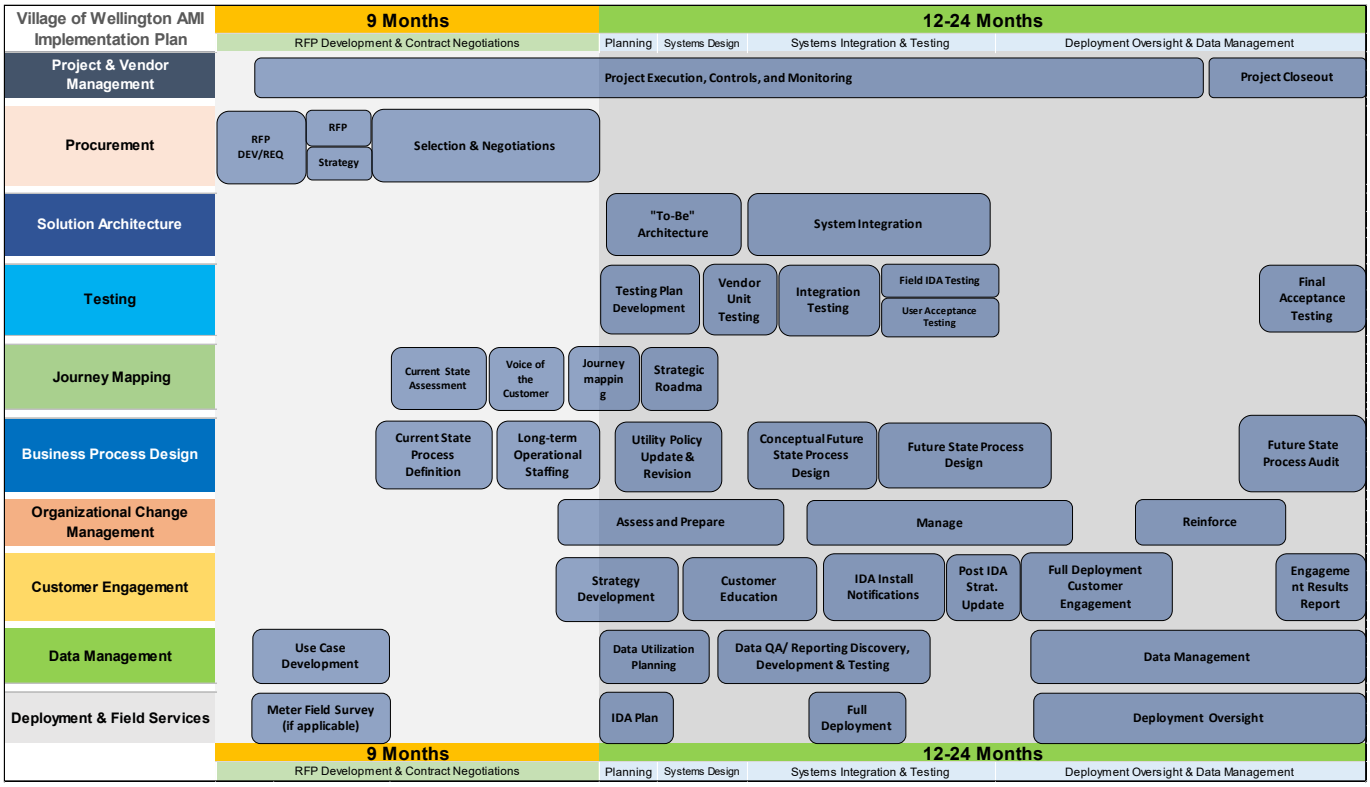

Figure 1. Implementation Plan

Task 2.1: Requirements and Procurement Strategy

E Source's approach to procuring technology is premised on the need to identify tight, detailed technical and business requirements. We have developed a detailed set of requirements tested through the many procurement efforts we have conducted. Our team will work with Wellington to tailor those technical and business requirements necessary to fulfill Wellington's planned use cases and provide specifications based on the project scope.

In addition to the compilation of these specifications and requirements, our team will lead a procurement strategy review to inform the Wellington team on the various elements that can, or should, be included in the RFP and the ways those elements can be procured. Our team will work with Wellington to document this strategy for the release and solicitation of proposals. If the Workshops are conducted onsite, E Source will conduct the first two in one trip. The Workshops include:

- The first workshop will outline high level strategies for Wellington to consider when procuring an AMI solution.
- The second workshop will expand participation with the intent to evaluate AMI related capabilities and options to be included in the RFP. Common topics include CEP options, remote shut off, backflow detection, water pressure, and potentially other more advanced options.
- The third workshop is to review the overall approach with purchasing staff to confirm it aligns with Wellington purchasing rules and requirements.

DELIVERABLES

- Workshop Notes (*.doc)
- Requirements workbook(s) (*.xls)

Task 2.2: RFP Draft

E Source will work with Wellington to prepare the RFP with the intent to provide the vendor community with the essential information to prepare a robust response that is tailored to Wellington. E Source will incorporate the SOW into your standard RFP boilerplate and review with the Wellington team (including representatives of purchasing and legal departments) to ensure that all requirements are accurately reflected. It is anticipated that there may be several iterations of the RFP draft creation and review steps until we reach the point where the RFP is complete and acceptable for publication.

E Source will also compile a comprehensive list of potential proposers (which may or may not include Telecom/Network, AMI, MDMS, Meters/Materials, Installation) that would represent viable options to satisfy the goals and requirements of Wellington.

Our team will also work with Wellington to develop the approach and accompanying materials to be used by the evaluation committee to score and rank the respondents to the RFP.

ASSUMPTIONS

- E Source will work with Wellington staff to develop an RFP to obtain an AMI system, meters, associated appurtenances, a Meter Data Management System (MDMS), a Meter Installation Vendor (MIV), and a Customer Engagement Portal (CEP)

DELIVERABLES

- Publish-ready RFP (*.doc), including finalized Requirements Workbook(s) (*.xls) and Cost Proposal Workbook (*.xls)

- Vendor List and Contact Information (*.xls)
- Evaluation criteria and scoring weights, scorecard, and evaluation materials (*.xls)

Task 2.3: RFP Administration Support

E Source will assist Wellington with those tasks to be managed once the RFP is released including, as applicable, setting the agenda and participating in the pre-proposal meeting, participating in a service area field tour, and receiving and responding to vendor questions in conjunction with Wellington. E Source will work with Wellington to prepare the evaluation team for vendor response review, evaluation, and scoring. We will also review our recommended shortlist interview strategy and assist Wellington in the necessary preparation activities.

DELIVERABLES

- Pre-proposal Meeting Agenda (*.doc)
- Pre-proposal Presentation (*.ppt)
- Pre-proposal Field Assessment Meeting Agenda (as needed) (*.doc)
- Responses to proposer questions (*.doc)
- Evaluation team preparation including refining evaluation materials (*.xls)

Task 2.4: Response Evaluation Support

Prior to the receipt of responses, the E Source PM will work with the Wellington PM to organize and schedule the proposal review process. As the responses are received, E Source's team of SMEs will immediately start the evaluation process alongside the Wellington-designated evaluation team. We will summarize key components of each proposal in matrices to enable easy comparison of proposals across different areas of the solicitation. To aid in this comparison, E Source will provide Wellington with comprehensive, systematic note-taking that allows evaluators to document and compare any notes, questions, and concerns. The open nature of this evaluation process provides clarity and understanding to all participants involved; it also serves as a repository for any additional follow-up questions to vendors that may need to be addressed during this task.

E Source will also analyze each cost proposal. When lining up the cost proposals side-by-side, it is common to discover that each vendor quote differs in some fashion, making it difficult to perform an apples-to-apples comparison. We minimize this challenge with how we structure the RFP response requirements and our analytical approach to cost normalization.

E Source will work with the Wellington evaluation team throughout the evaluation process to arrive at a shortlist of recommended candidates. We will work with your evaluation team to customize the shortlist meeting agenda and outline questions for each vendor interview. E Source will attend the shortlist interviews and ensure that candidates answer questions comprehensively and to your satisfaction. E Source will also assist Wellington with reference checks and potentially arrange site visits, so that Wellington may obtain useful feedback from the experiences of other water utilities.

At the end of the evaluation process, we will work with the Wellington team to weigh the pros and cons of each shortlist candidate so that Wellington can arrive at a final selection.

ASSUMPTIONS

- E Source will review the vendor(s) responses, but we do not act as part of the Wellington evaluation team or score responses.
- E Source personnel can attend the site visits at the request of Wellington for an additional fee—this service is not included in the fee proposed herein.

DELIVERABLES

- High-Level Proposal Summary Comparison Matrix (*.xls)
- Requirements Scoring Matrix (*.xls)
- Cost Normalization (*.xls)
- Consolidated proposal clarifications, notes, and/or questions (*.doc)
- Shortlist interview approach/agenda and questions (*.doc)
- Reference check questions (*.doc)
- Evaluation summary and results (*.ppt)
- Recommendation to award letter (*.pdf)

Task 2.5: Draft AMI Project Roles and Responsibilities

The Draft AMI project roles and responsibilities will focus on Wellington support for the AMI project. This task will identify the specific roles and responsibilities required over the life of the project including tasks and anticipated workshops. It will identify the appropriate knowledge, skills, and abilities along with training needs for the Wellington team during the design and deployment of the AMI project.

E Source will help the team identify and analyze new skill sets needed (e.g., computer application skills) for AMI project impacted positions (e.g., meter readers and technicians) and identify gaps with existing job qualifications. In addition, discussions will be held about future maintenance of the network, hardware, and software systems, as applicable; responding to the events, alarms, and meter communications generated by the AMI system; and using data transmitted to the AMI Headend System and/or Meter Data Management System (MDMS) as applicable. These discussions will help you 1) gain a deeper understanding of which tasks may be required and 2) lead to recommendations about who will perform them.

ASSUMPTIONS

- The Draft AMI project roles and responsibilities task is focused on supporting the AMI project but will also consider the future operations and maintenance of the AMI system
- This task is for the AMI project exclusively and is not intended to be a comprehensive Wellington staffing plan
- The Draft AMI project roles and responsibilities will be revisited and finalized in the final AMI project roles and responsibilities task once the specific technology has been procured and detailed future-state business process work has been completed.

DELIVERABLES

- Draft AMI Project Roles and Responsibilities (*.xls)

Task 2.6: Vendor Negotiations

Contract negotiations for AMI projects typically focus on performance requirements, defaults and cures, project phasing, coordination with the MIV, and integrations. E Source will serve as technical advisor to Wellington through contract and scope of work negotiations with the selected vendor(s). E Source staff have negotiated AMI contracts and scopes of work with dozens of clients and will use lessons learned to avoid potential pitfalls and leverage experience gained from actual implementations on how contract terms can ensure successful implementations and protect Wellington's interests.

E Source will assist in negotiating the vendor contract(s) with an emphasis on the statement(s) of work, performance and payment acceptance criteria, service level agreements (SLAs), warranties, scheduling, and pricing. We will structure and guide the process between Wellington and the selected vendor(s) and participate in key contract negotiations meetings and contract reviews. This is anticipated to take multiple

iterations. We will review the final contract and scopes of work to ensure adherence with all previously developed criteria, requirements, and processes.

E Source will also assist Wellington staff in preparing presentations to management including use case studies and other experience to help explain decisions and rationale.

ASSUMPTIONS

- Wellington will be responsible for all terms and conditions outlined in the final agreement with vendor(s). E Source will provide input on terms and conditions but will not provide legal review or opinion.
- The fee for this task assumes that the vendor contract negotiations task will not exceed the estimated level of effort assumed for the task of 208 hours. If the level of effort does exceed 208 hours, E Source will work with Wellington to develop a change order to supplement the level of effort.

DELIVERABLES

- Customized performance and payment acceptance criteria for inclusion in the Vendor contracts
- Vendor(s) scope(s) of work with firm pricing
- Presentation to management or governing body (1 trip / 1 day allowance)

Phase 3: Program Management Start-up

Task 3.1 Customer Journey Mapping

Customer journey mapping is a visual representation of the various touchpoints a customer has during a specific interaction with a utility. Journey mapping illustrates a specific customer interaction with the utility from the customer's perspective to understand the customers' perspective and identify pain points, optimize customer touchpoints, and enhance the overall customer experience.

During the current state assessment, we identified the High Bill Complaint as a key driver of dissatisfaction for Wellington customers. We propose conducting a journey map of that interaction to improve the customer's experience and ultimately, improve customer satisfaction with Wellington.

E Source has been a leader in the utilities industry in developing journey maps for key customer interactions, including bill payment, move in/out, and high bill complaint, to name a few. E Source uses leading practices to guide our clients through the journey mapping process as shown in Figure 2 below. The future state journey mapping effort will feed Subtask 2.2 – Business Process Design. Specifically, the future state customer requirements can be used to support development of the future state process mapping.

Figure 2. Journey Mapping Process

Subtask 3.1.1 Current State Assessment

In general, the work completed in these tasks will build upon the work previously done by E Source during the Assessment Phase, going into greater detail and not repeating previous activities.

KEY ACTIVITIES

- Interview internal stakeholders and employees associated with selected interactions to understand key customer pain points
- Collect existing collateral, measures, customer feedback, customer surveys, complaints, etc.
- Select Persona
- Identify key touch points of the journey

DELIVERABLES

- Detailed findings including:
    - Employee and stakeholder interview summary report
    - Summary of data analysis
    - Selected Persona description

Subtask 3.1.2 Journey Mapping Workshops

Lead workshops to align on findings from current state assessment and customer interviews. With workshop participants, we will map the current state and future state journeys and identify gaps and solutions between current and future states.

KEY ACTIVITIES

- Schedule and organize workshops
- Develop content
- Lead journey mapping workshop sessions – 1 current state, 1 future state
- Create journey maps
- Summarize gaps and recommendations

DELIVERABLES

- Workshop artifacts (presentations, videos, etc.)
- Workshop summary
- Current State map
- Future State map
- List of solutions & recommendations

Subtask 3.1.3 Strategic Improvement Roadmap

Conduct a working session(s) with Wellington team to organize improvement recommendations into the implementation roadmap.

KEY ACTIVITIES

- Collaboratively evaluate solutions & recommendations
- Work with stakeholders to identify and document specific tasks needed to implement improvement initiative
- Organize steps into tactical roadmap

DELIVERABLES

- Prioritized recommendations roadmap
- Executive presentation summary

ASSUMPTIONS

- Wellington will actively participate in this work and leadership will help with messaging to encourage participation by key employees and stakeholders.
- E Source will Interview up to 15 employees and/or stakeholders

– E Source will conduct two half-day workshops (current state journey mapping and future state journey mapping)

Task 3.2: Business Process Design

The transformative nature of AMI technology requires that utilities adjust work processes and routines to realize benefits both internal and external to the organization. This task supports the need to design business processes to holistically address people and processes when deploying new technology, an often-overlooked requirement.

E Source will lead Wellington through a series of workshops to baseline current-state business processes and develop future-state business processes affected by core AMI functionality. As part of this effort, the E Source team will work with you to identify redundancies in business processes and uncover potential for streamlining processes. While some technology partners skim over specific recommendations, E Source draws from past technology deployments and industry best practices to guide Wellington toward making sound decisions for how to redesign processes, policies, and procedures related to an AMI program. E Source will lead and support Wellington's effort to update its existing Customer Service Policies and Procedures manual and related account Adjustments Resolution.

E Source uses best practices to guide business process change that provides end-to-end process understanding, visibility, and control while ensuring effective communication and engagement across an organization. This approach, shown in Figure 3, results in an optimal business design for the desired future state.

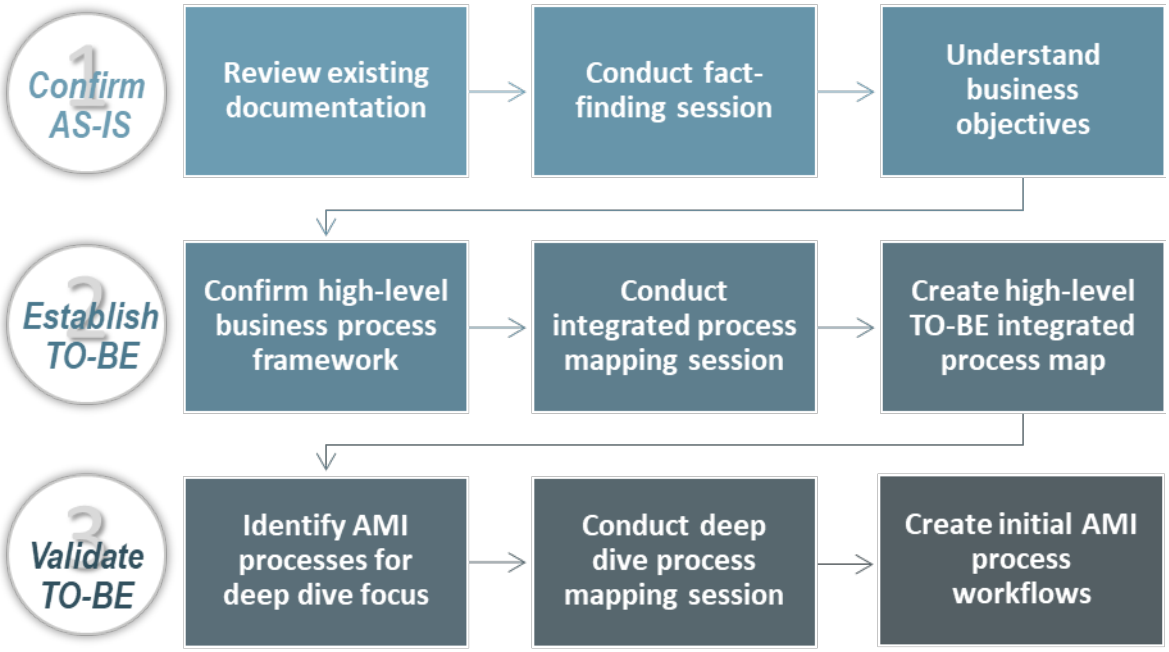

Figure 3. E Source End-to-End Process Approach

Subtask 3.2.1: Current Process Documentation

E Source will build on previous data-gathering exercises to further understand how Wellington operations currently function. By defining and documenting current business processes, E Source gains a clear understanding of the operational and organizational characteristics of each business process. We'll work with Wellington to document current state business processes as part of these cross-functional workshops, which include a designated session for each business process. Supporting materials and a demonstration of

systems may be incorporated into the workshop agenda (for example, a walk-through of billing exception reporting in the CIS).

In addition to covering the step-by-step process itself, each session will also include ancillary discussions. These discussions cover key performance indicators (KPIs); policies associated with the process that may be impacted by AMI; daily system monitoring, and operational use of the various system reports that are used to support the process (manually generated or system-generated); potential risks to the process in implementing AMI; and opportunities for process improvement.

ASSUMPTIONS

- E Source has identified the following minimum core business processes that will comprise the current state workshops: Billing & Read Validation; Customer Inquiry; Meter Exchange/Retrofit; Move-In/Move-Out; Non-Pay Disconnect/Reconnect; and System Events and Alerts.
- Wellington will identify pertinent team members who are most appropriate to participate in the discussion of process change, along with other key personnel for participation in each workshop.

DELIVERABLES

- PowerPoint slides incorporating all Wellington notes, decisions, and open items from workshop (*.ppt)
- Finalized current state process diagrams (*.vsd)

Subtask 3.2.2: Conceptual Future State

The Conceptual Future State (Future State #1) is the second of three (3) business process workshops that are planned for the development of the final business processes. This review of each business process will focus on developing the future state, building upon what was developed in current state, and using the new business applications (MDM system, AMI headend, and AMI meters, as applicable) and the interfaces that will be deployed (AMI/MDM, MDM/CIS, etc.). The timing is appropriate to help Wellington develop any new policies that will require review and approval.

In preparation for the workshop, E Source will thoroughly review Wellington service regulations (or other appropriate documentation) to determine which current policies may need to be updated or altered to better align with AMI technology. E Source will also discuss new policies that Wellington may need to create to successfully operate an AMI system, including opt-out, soft-off, and remote disconnect policies, for example.

ASSUMPTIONS

- The processes covered in Future State #1 will be the same processes that were covered in Current State, excepting relevant subprocesses that will occur in the future but cannot be performed due to technological limitations in the current state.

DELIVERABLES

- PowerPoint process slides incorporating all Wellington business process decisions and workshop updates (*.ppt)
- Draft future state process diagrams (*.vsd)
- PowerPoint slides capturing notes from policies discussion (*.ppt)

Subtask 3.2.3: Final Future State

The Final Future State (Future State #2) is the third of the three (3) business process workshops that are planned for the finalization of the business process flow diagrams and training materials. This final workshop will focus on addressing open items from earlier workshops; refining Wellington decisions regarding new policies and procedures; and incorporating any new information following vendor training and systems configuration. This iteration serves to bring the process diagrams and supporting materials to a final state that

can be used for future internal training activity. This workshop will include time to demonstrate active (test or production) systems related to core business processes.

The Final Future State workshop typically follows all Wellington training to incorporate final design decisions into future state design.

ASSUMPTIONS

- Future State #2 builds upon the processes covered in Future State #1, thus the same processes and workshop sessions will be covered in this task.

DELIVERABLES

- PowerPoint process slides incorporating all Wellington conceptual business process decisions and workshop updates (*.ppt)
- Final future state process diagrams (*.vsd)
- PowerPoint slides capturing notes from Policies discussion (*.ppt)
- Final Future State Business Process Design Memorandum (*.pdf)

Subtask 3.2.4: Business Process Audit

After initiating the final future state business processes, E Source will review and audit the core business processes with Wellington to determine how well the processes are working in the live environment. The audit will identify what, if any, adjustments are needed and provide insight into individual users' performance. E Source will develop web forms to be used as test scripts to track each process audit. These scripts are based on the final business process design documentation and will be used by E Source to follow along with each process step as they are performed by Wellington staff in a one-on-one, coaching format.

E Source will present our findings and (if relevant) update final business process documentation based on findings from the audit.

DELIVERABLES

- Summary of key findings (*.ppt / *.docx)
- Updates to future state process diagrams (*.vsd)

Subtask 3.2.5: Final AMI Project Roles and Responsibilities

E Source will revisit and update the Draft AMI project roles and responsibilities during the implementation phase of the project at the appropriate time and ensure that the training needs of the team have been met. E Source will work with the Wellington team to assess decisions previously made to ensure those decisions still serve your needs. E Source will focus this effort on post deployment system ownership, governance, and maintenance of AMI operations. Specific skill sets, tasks, and time commitments by role type that were established in the draft plan will be reviewed and updated accordingly.

Discussions will be held about the maintenance of the network, hardware, and software systems as applicable; responding to the events, alarms, and meter communications generated by the AMI system; and using data transmitted to the AMI Headend System and/or Meter Data Management System (MDMS) as applicable. These discussions will help you 1) understand which tasks will be required and 2) identify recommendations about who will perform the tasks to maintain the operation of the AMI system.

This task will finalize and incorporate any changes to the deployment tasks and staffing needs but will focus on finalization of the daily operation of the AMI system.

ASSUMPTIONS

- This task is for the AMI program exclusively and is not intended to be a full Wellington staffing plan

DELIVERABLES

- Final AMI Project Roles and Responsibilities

Task 3.3 Customer Engagement / Public Relations Support

Of the many lessons learned in AMI projects over the past decade, one of the most important is the value of building customer understanding and aligning their expectations. Utility customers need to be engaged to support successful project implementation. Working with utility staff, E Source will assess overall stakeholder endorsement levels and methods used, then develop engagement strategies using, and perhaps expanding, those methods.

The goal of customer engagement is to effectively inform and engage the supporters while minimizing the impact of resistors. We help our clients do this by offering factual responses to customer concerns and options to meet their needs. For example, there are four known topics of concern that must be addressed in AMI projects: 1) price/rates; 2) privacy and data security; 3) health; and 4) safety. Although public resistance to AMI projects has diminished over the last few years, recent experiences indicate that utilities must be prepared to address these issues proactively. Conversely, engaging those customers who are interested or even enthusiastic about the possibilities of new technology can build momentum for the entire effort.
E Source will:

- Support Wellington staff in the development of a customer engagement plan that outlines program goals, objectives, key messages, and strategy for customer engagement.
- Advise on topics that should be covered with customer engagement and the communication channels that will be leveraged.
- Advise on requirements (i.e., content, methodology, timing) for informing customers about the project before, during, and after the transition to AMI technology.
- Discuss concerns/issues that have been raised by the public on other AMI projects and manage customer expectations. E Source will provide educational materials to address common topics of concern with AMI technology and its impacts.
- Work with Wellington to develop the content for a variety of customer-facing materials that may include:
    - Customer letter, postcard, door hanger
    - Press release
    - Webpage
    - Frequently asked questions
    - Brochure
    - Social media posts

ASSUMPTIONS

- Wellington staff will lead the development of a customer engagement plan with E Source advisory.
- E Source will develop content for Wellington review and input.
- E Source will provide limited graphic design services and visual layouts (up to 4 hours) focused on adjustments to existing graphics. If Wellington requires original graphics, E Source will estimate the level of effort and will deliver a proposal to Wellington for the additional service.
- E Source will make up to two rounds of utility-requested design modifications.
- The printing, shipment, and dissemination of materials will be handled by Wellington.

DELIVERABLES

- Support the Wellington staff development of a public relations plan
- Content for customer communications

Task 3.4 Policy Review

In addition to the workshops held to develop the Future State business processes that illustrate impacts from the AMI deployment to Wellington's existing utility service regulations (or other appropriate documentation), E Source will review Wellington policies that may be impacted by the introduction of AMI technology. We'll provide recommendations on specific polices that most likely need to be revised and general nature of the suggested updates. This task will be an iterative process with input from the Wellington Team.

ASSUMPTIONS

- E Source will make all reasonable efforts to provide industry best practices and accepted practices when suggesting policies, but the suggestion of policies cannot be perceived as legal advice to Wellington.

DELIVERABLES

- Policy Impact Recommendations Memorandum (*.pdf)

Phase 4: Proof of Concept, Installation, and Deployment

In Task 4, E Source will lead the coordination efforts for successful integrations with external vendors such as Tyler Munis, Meter vendor system and any other 3rd party vendors such as meter installer and CEP.

Task 4.1: Solution Architecture

The Solution Architecture track emphasizes the IT aspect of AMI planning and brings together all the technology initiatives that exist, are underway, or planned to be completed in the near term, into a cohesive and logical plan. The track also ensures that the architecture that will be built is complete, robust, scalable, and extensible.

E Source will assist in developing the AMI solution architecture based on:

- User data and functional requirements
- User process flows
- Automation requirements
- Integration requirements
- Industry best practices
- The E Source Team's experience
- Implementation considerations and constraints
- Current and near-term future capabilities of commercial AMI technologies
- Capabilities of commercial vendor software

This will involve a series of system configuration and design workshops to define the as-is and to-be system architecture.

The technologies and integrations necessary to achieve the AMI plan will be included in this reference architecture. One of the areas that is often not given enough emphasis—but is critical to the successful implementation of AMI initiatives—is the integration with all of the other information systems such as outage management, work management, and customer systems. E Source's approach ensures that all of these critical integration points are identified and that impacts on other systems are factored into the strategy. The reference architecture will form the basis for the software, hardware, integration, implementation, services, and deployment costs components of the business case. An example of a System Context Diagram is provided as Figure 4.

E Source and Wellington AMI Project team members will, through a facilitated discussion, develop the System Architecture/Technology Roadmap through all of the subsequent phases (Plan, Design, Build, Run, and Transfer), addressing the major characteristics (Objectives, Capabilities, Values, and Technology Focus). E Source then provides subject matter expertise, industry best practices, integration tracking, and technical vendor oversight to ensure that the architecture is built per the plan.

DELIVERABLES

- As-is and to-be system architecture including the system context diagram and the system component diagram

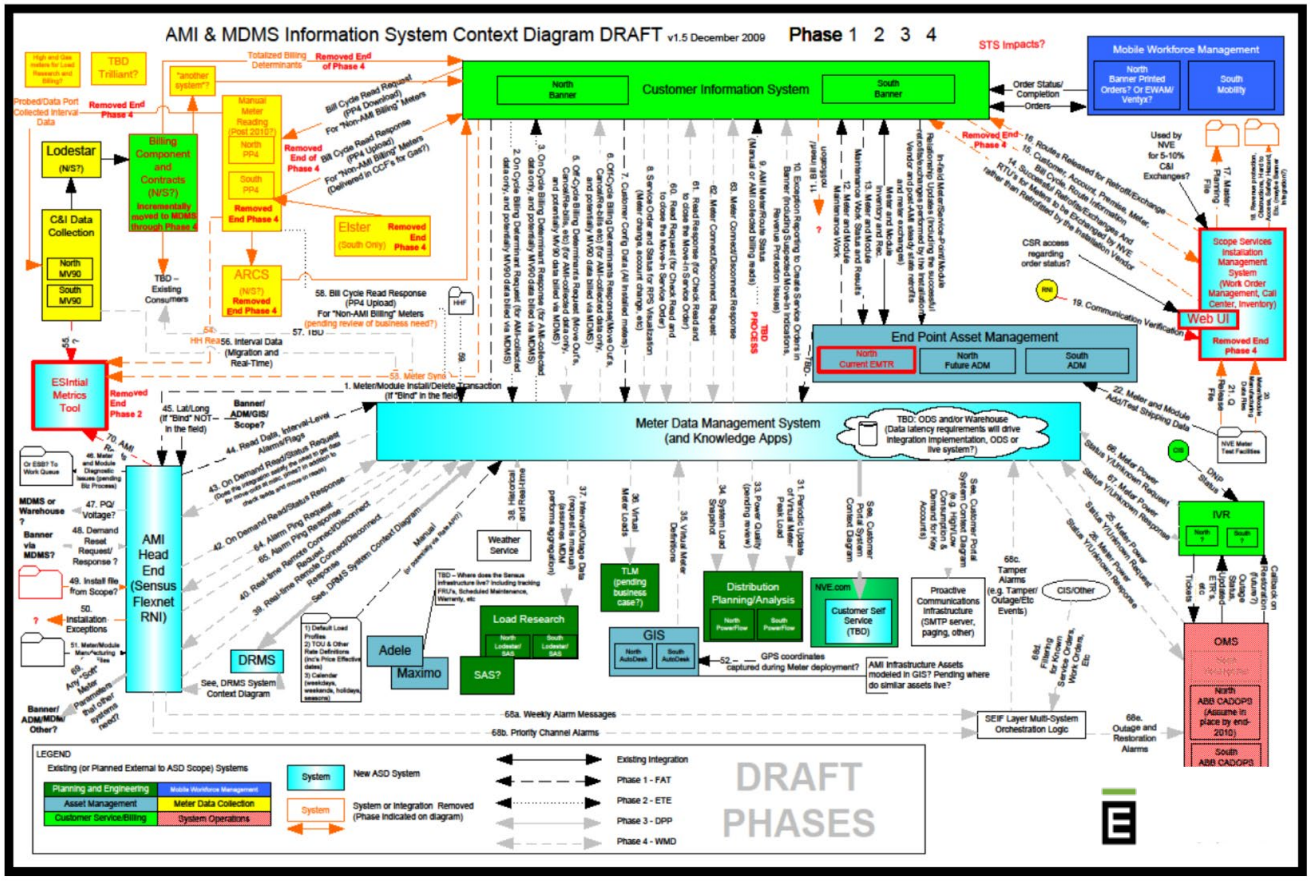

Figure 4. Example of a System Context Diagram in the Solution Architecture Document

Task 4.2: Project Engineering

This task ensures a successful project implementation by providing senior technical leadership to direct the engineering, development, and deployment of the system. E Source has found that augmenting the Project

Manager with a strong Project Engineer who specializes in system engineering helps ensure the success of complex projects.

The main element of project engineering is making sure the information technology (IT) aspect of integration is conducted successfully. Most utilities embarking on smart water journeys do not initially appreciate the size and complexity of the IT element. We estimate that 80% of the complexity of your project will be in the configuration and development of the new and existing IT and integrating them successfully into your environment. E Source Project Engineers are experts in this crucial aspect of your implementation. They can plan, guide, and help you ensure a successful combined IT system. E Source's Solution Architecture task provides the baseline for how the systems are to be integrated, and the Project Engineering task ensures that the Solution Architecture is implemented correctly.

Another key element of this task is Requirements Management, a common challenge with smart water projects. It is easy to miss requirements because of the legacy assumptions that multiple stakeholders in different constituencies might have. Their unfamiliarity with new technology capabilities can also be a factor. Once the requirements are defined, they must be managed through the project to ensure the final system meets Wellington's needs and expectations. E Source will produce a Requirements Management Plan (RMP) and Requirements Traceability Matrix (RTM) to define the approach and track the flow of the requirements to the vendors. These deliverables also ensure specific test cases and scripts are produced to verify the functions and performance of the system.

DELIVERABLES

- Requirements Management Plan (RMP)
- Initial Requirements Traceability Matrix (RTM)

Task 4.3: Testing Support

A graduated, thorough, and robust testing program is needed for an AMI project, and E Source has implemented hundreds of successful integrated technology testing programs for our clients who trust both our processes and the experience of our experts.

E Source develops an overall test strategy to provide high-level guidance for the execution of the project test program that 1) summarizes the test goals and objectives, as well as all known constraints (time, budget, resources, etc.); 2) aligns all parties on testing phases and activities; and 3) verifies the coordination mechanisms and timing with infrastructure and other system implementation activities. We also identify the necessary infrastructure, technology, communications, and IT requirements to execute the plan. In addition, the overall test strategy defines the approach for testing cyber security. We will develop the strategy via interactive workshops with the project team, the selected project vendors, and applicable business support groups. We will facilitate the workshops and provide the overall test strategy document.

Our test approach minimizes Wellington's risk by providing early validation of the technologies in steps, so any problems are identified early and corrected. We will produce test plans and procedures that exercise the functionality of systems that must interface to meet business, technical, functional, integration, performance, and any other specified requirements. A Test Report is generated after each test phase is completed.

Should issues be identified during testing, we are ready and able to work with applicable vendors and development teams to resolve those issues. Clear documentation of the relationship between the requirement and test case included within the RTM makes it easier to pinpoint any problem. Once identified, we then follow a rigorous corrective action process to fix the problem. All discovered defects are formally logged, managed, and resolved as appropriate until acceptance is achieved. E Source will document the problem, identify the root cause, take corrective and preventive action, and retest to verify the problem is corrected.

Our overall testing strategy is illustrated in Figure 5.

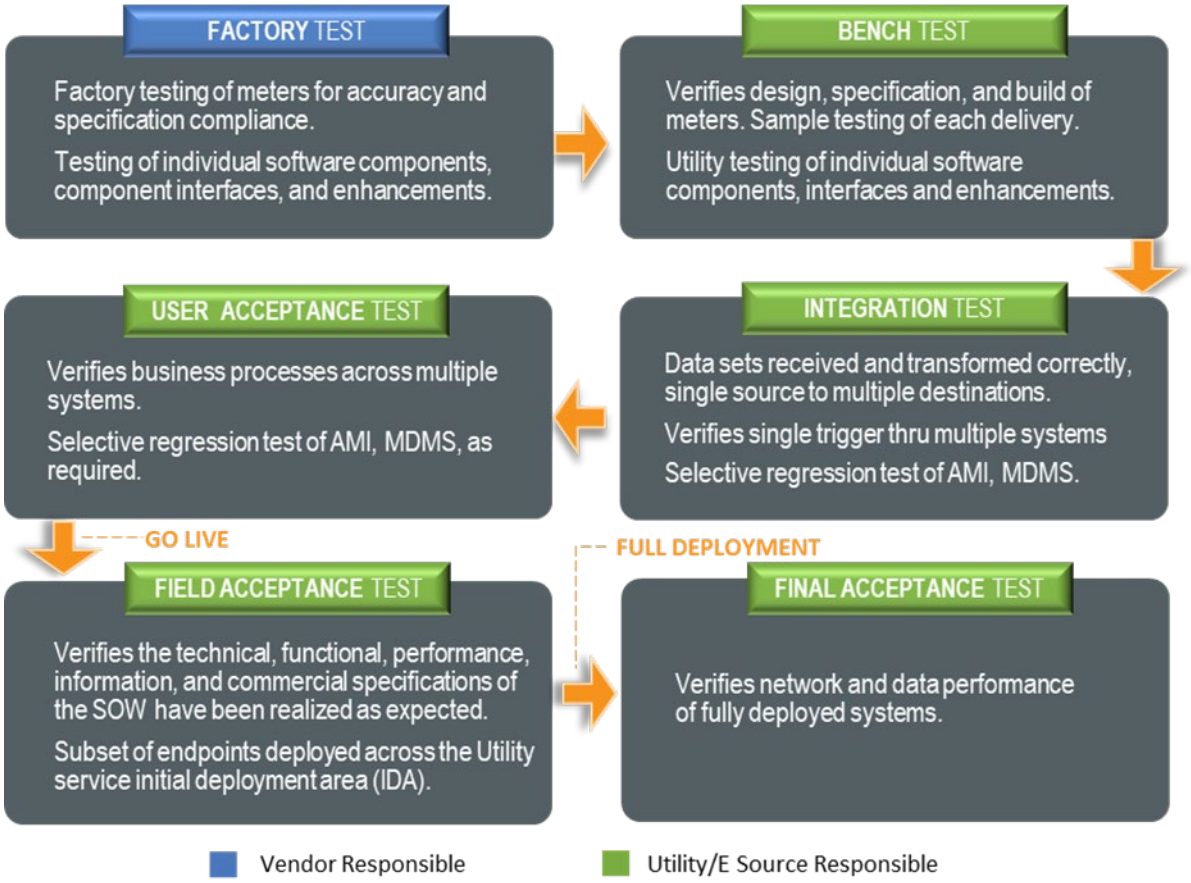

Figure 5. Overall Testing Approach

As noted, our typical approach to a test strategy incorporates the following elements:

- **Factory or Off-Site Testing –** Vendor-performed tests that verify functionality of the system and components per specifications and may involve standard integration checks with other systems.
- **Initial Bench Testing –** Utility-led testing on a cross-section of meter types, forms, and sizes on a test bench (if available) or with a small quantity of field meters to confirm initial provisioning of the meters, register read accuracy, interval read accuracy, read resolution, meter configuration, alert functionality, AMI system two-way communications, base head-end system reporting, exporting to upstream systems, and other acceptance criteria as outlined in the Test Plan. This testing phase is critical to ensure that the data produced by the meters and communicated by the collectors is accurate.
- **System Integration Testing –** All applicable systems brought together in testing to verify data sets are received and transformed properly, that data from a single Source is properly routed to multiple destinations and that individual systems still perform as expected while integrated. This testing may also involve performance and security testing and is normally conducted within a QA/test environment.
- **User Acceptance/Business Process Testing –** Verification that the correct information flows through for a particular business process, including both mechanized and manual business processes. It is the final gate and ensures that the system functions and is aligned with requirements and processes that are used operationally. In this testing, a single trigger can initiate data transfers between

multiple Source and destination systems. It is the most comprehensive test of the complete set of business processes and maximizes to the extent possible the real-world use of the utility's integrated systems. Test cases are executed by utility staff who use the systems on a daily basis. This testing may also involve performance and security testing and is normally conducted within a QA/Test environment.

- **Field Acceptance Testing –** Verification that the technical, functional, performance, and commercial specifications of the vendor Statement of Work (SOW) have been realized as expected for a subset of endpoints strategically deployed within the utility's service territory, referred to as the Initial Deployment Area (IDA). This strategic deployment should consider different topography and all different types of meters and endpoints.

DELIVERABLES

- AMI Overall Test Strategy Document
- Test Plan(s) for all Wellington-owned tests
- Reviewed procedures, results with interpretation, and recommendations documentation
- Final Requirements Traceability Matrix

Task 4.4: Data Management

The high volume of data produced by an AMI system can greatly enhance overall Wellington operations, but only if that data is properly monitored, managed, and utilized. The AMI/MDMS/customer engagement portal software will introduce a new variety of data sets, such as consumption data, events, alerts, and various system exceptions. A plan to manage and utilize the data from these new systems must be developed to ensure accuracy and completeness for billing and all other reporting functions. New reports and notifications will inform Wellington of possible leaks, tampering, backflow, CIS-to-field mismatches, etc., but the data must be interpreted and acted upon appropriately to realize the maximum benefits.

E Source will guide you through the development of a data management plan, provide on-the-job training and training materials to Wellington staff, and supplement data quality assurance of meter installation activities on your behalf.

Subtask 4.4.1: Data Management Plan

The data management plan will be developed to guide Wellington on a path toward full system accountability and to maximize utilization of AMI data. E Source will work with the AMI and MDMS vendor(s) to compile the list of all operational / exception reports ("out of the box" reports) that staff will use to maintain data and system integrity. E Source will develop a preliminary assessment of the purpose of each report, frequency of use, and identify/recommend the staff role that should monitor and manage each data set.

E Source will lead up to two (2) workshops with the designated staff to review the preliminary data management plan and confirm that each operational report aligns with the role that was established in the staffing plan. This activity will set the foundation for the data management plan, which our team will review and reiterate with Wellington staff to ensure a thorough understanding of the data, system configurations, and how best to use the reports as we move into training and implementation of the plan.

DELIVERABLES

- Data Management Plan (*.xls)

Subtask 4.4.2: Data Management Training

E Source has determined that the best approach to establishing ownership of these new data management duties is to provide on-the-job training support to Wellington staff. E Source will provide focused, hands-on training for staff responsible for data quality management and exception handling. With this hands-on

approach, Wellington staff will more quickly grow familiar with their respective duties and learn how to troubleshoot and remediate exceptions. After this training period, E Source will work with the Wellington team to refine and tailor the data management plan and assist in the development of written training materials that will become organizational process assets used for training current and new staff.

ASSUMPTIONS

- E Source will provide 60 hours of on-the-job training

DELIVERABLES

- Training materials (*.doc or *.xls)
- Updated Data Management Plan (*.xls)

Subtask 4.4.3: Full Deployment Data Quality Assurance Support

To provide another layer of data quality control during the full deployment phase, E Source will perform data quality audits of meter exchanges/retrofits performed by the installation contractor and Wellington. This task is limited to review of data and information produced by the installation contractor and Wellington.

E Source will:

- Verify that the correct meter was installed at the location
- Verify correct "out read"
- Verify correct meter number
- Review "as left" photos to ensure work area was left in good condition

Based on our experience with multiple AMI technology deployments, we know data QA support is more involved early on and levels off once the installation technicians become more familiar with the system and the issues they'll encounter in the field. As a result, we recommend completing more data quality checks at the start of full deployment for the first three (3) months and tapering off over the remaining deployment period.

E Source will document all issues identified and will work with Wellington to establish severity levels and the escalation path to facilitate issue resolution.

ASSUMPTIONS

- E Source will have access to the installation contractor's Work Order Management System, AMI Headend, and MDMS software to perform all data QA activities.
- E Source will provide data QA support for 100% of meter installation vendor (MIV) work orders during the initial deployment / field testing phase, 100% of MIV work orders for the first three (3) months of full deployment, and 50% of MIV work orders for the following six (6) months of full deployment.

DELIVERABLES

- Biweekly Data Quality Assurance Report (*.xlsx)

Task 4.5: Meter Deployment/Retrofit Support

The AMI project involves the installation of thousands of properly configured meters and/or meter interface units (MIUs) as well as the careful coordination of the materials, labor, and data. To accomplish this scope, E Source has expertise in meter configuration, deployment planning and quality assurance oversight to ensure the AMI meters and communications equipment are configured correctly and installed efficiently with minimum disruption to existing Wellington systems and business processes.

Subtask 4.5.1: Meter Configuration Support

To receive the proper data, alerts, and alarms from AMI meters, it is essential that these meters are properly configured. E Source staff have a thorough understanding of the different configuration parameters available from the different meter and AMI vendors and works with both Wellington Meter Shop personnel and vendors to be sure the meters and MIUs are configured properly. Documentation of the configurations are maintained in vendor-provided software and are verified for accuracy.

Once properly configured, the meters and MIUs can be ordered from the vendors. Upon receipt of ordered meters, E Source supports the first article testing of those meters to verify that the configuration specified is what is received. This testing effort is part of the overall testing process outlined in Task 3.4 Testing Support.

DELIVERABLES

- Support documentation in meter vendor software

Subtask 4.5.2: Meter Deployment Support

E Source personnel have decades of experience working closely with AMI and MIV contractors and utility crews through interactive workshops to present and refine the business processes, construction, and labor standards necessary for effective meter and endpoint installation. E Source presents industry best practices for the planning and installation of meters/endpoints and will work with Wellington's staff to tailor these processes to the specific requirements and standards of Wellington as needed. Additionally, the implementation and planning effort will include refining and validating material procurement schedules for meters/endpoints, as well as identifying and documenting installation, construction, and customer contact standards. E Source will also provide advice and consulting to Wellington to leverage lessons learned on similar scale meter and endpoint deployment projects in North America.

E Source's deployment expertise includes the various logistics and data management steps involved in the addition of a device on the AMI system from its manufacture or retrofit at the factory through delivery to the cross dock or depot, installation in the field, provisioning on the communications network, and the initiation of data transfer to the CIS for use in billing.

E Source will support Wellington with the following activities: quality assurance checks of meter installation workmanship, tracking meter and endpoint related exceptions encountered during installation; and reviewing and advising Wellington on the progress of installations, rework / Return to Utility (RTU).

ASSUMPTIONS

- E Source estimated level of support includes in-field quality assurance support and reporting for all installs during the initial deployment / field testing phase and in-field quality assurance support and reporting for the first three (3) months of full deployment
- Wellington will provide the field resources for on-going in-field quality assurance inspections during full deployment.

DELIVERABLES

- Inspection reports on verification of vendor work in the field

Phase 5: Close Out

Following the conclusion of the Proof of Concept, Installation and Deployment Phase and prior to system responsibility transferring from the Contractor to the City, E Source will support project closure activities and transition to providing post-implementation support.

Task 5.1: Project Close Out

To ensure that all project deliverables have been performed, requirements have been satisfied, and project completeness is affirmed, E Source will execute the following project close out tasks:

- Performing vendor SOW validation, including 1) confirming final system acceptance criteria have been satisfied and formal system acceptance by the City has been executed; 2) confirming the City's receipt and formal approval of all project deliverables; 3) reviewing AMI system operations manuals to ensure they are in as-built status; and 4) following up on warranty/deficiencies to ensure a path to resolution
- Reviewing and confirming the status of all outstanding City action items, including systems, integration, business process, training, and field deployment activities
- Facilitating a lessons-learned discussion with the Project Team
- Archiving project documentation and assisting the City in developing an ongoing training plan that identifies sessions and attendees

OPTIONAL TASKS

Large Water Meter Replacement Planning (Optional)

Large water meters represent significant revenue for utilities and are the most complex to ensure proper meter selection and configuration. Meter selection and installation configuration will impact meter accuracy, longevity, meter testing requirements, and flow measurement range for the individual application.

E Source will assist Wellington in the evaluation of large meter installations, new meter selection, new meter installation configuration. Activities can include coordinating with the AMI vendor team, large meter installer, and the Wellington team to accomplish the following:

- Analysis of Wellington databases that contain large meter information
- Identify key large meter attributes that should be surveyed / inspected / measured
- Assist in data collection tools and assembly of survey results
- Evaluate survey findings
- Recommend specific meter and installation configurations
- Document special conditions considerations in locations as required where pressure reducing valves, customer valving or piping is integral to the meter location, fire configurations, by-pass or test tee are of concern.
- Group similar meter size and configuration needs for similar installation needs
- If pricing for meters, valves, piping, installation are available, assist in developing a cost workbook for individual and overall large meter replacement costs

ASSUMPTIONS

- Wellington has knowledge of each large meter configuration or will perform the large meter survey or will cause the large meter survey to be performed by a third party.
- Any on-site work required by E Source will be combined with other on-site tasks. Any additional travel requested by Wellington is not included in the pricing.
- Wellington will provide large meter survey results in electronic format.

DELIVERABLES

- Survey results evaluation (*.xls)
- Recommendations for specific meter, configuration changes by location.

Estimated Schedule

E Source estimates the proposed tasks will span approximately 33 months. The actual project schedule will be provided and refined with Wellington's input during project planning and provide a greater level of detail. E Source can commence work immediately after contract execution.

ID	Task Name	Start	Finish	Duration
1	Notice to Proceed	1/22/2024	1/22/2024	0w
2	Phase 1 – Project Design & Planning	1/31/2024	1/28/2026	104.2w
3	Task 1.1 Project Management	1/31/2024	1/28/2026	104.2w
4	Task 1.2 Water Meter Field Survey Support	1/31/2024	3/26/2024	8w
5	Phase 2 - Procurement	1/31/2024	10/30/2024	39.2w
6	Task 2.1 Requirements & Procurement Strategy	1/31/2024	2/20/2024	3w
7	Task 2.2 RFP Draft	2/21/2024	4/16/2024	8w
8	Task 2.3 RFP Admin Support	4/17/2024	5/28/2024	6w
9	Task 2.4 Response Evaluation Support	5/29/2024	7/16/2024	7w
10	Task 2.5 Draft AMI Project Roles & Responsibilities	2/21/2024	3/26/2024	5w
11	Task 2.6 Vendor Negotiations	7/17/2024	10/30/2024	15.2w
12	Phase 3 – Program Management Start-Up	4/10/2024	2/16/2026	96.8w
13	Task 3.1 Customer Journey Mapping	7/17/2024	10/15/2024	13w
14	Task 3.2 Business Process Design	6/19/2024	2/16/2026	86.8w
15	Task 3.3 Customer Engagement / Public Relations	4/10/2024	12/17/2024	36w
16	Task 3.4 Policy Review	8/7/2024	10/1/2024	8w
17	Phase 4 – Proof of Concept, Installation, and Deployment	7/3/2024	1/28/2026	82.2w
18	Task 4.1 Solutions Architecture	8/14/2024	10/8/2024	8w
19	Task 4.2 Project Engineering	10/30/2024	6/17/2025	33w
20	Task 4.3 Testing Support	12/11/2024	11/4/2025	47w
21	Task 4.4 Data Management	12/11/2024	1/28/2026	59.2w
22	Task 4.5 Meter Deployment / Retrofit Support	7/3/2024	1/28/2026	82.2w
23	Phase 5 – Close Out	1/28/2026	2/24/2026	4w
24	Task 5.1 Project Close Out	1/28/2026	2/24/2026	4w

Figure 6. Estimated Project Timeline

Fee

E Source proposes to perform the requested scope of services as detailed in this proposal for a fixed fee of $968,436. The breakdown of this fee is shown in Table 3. As requested, our breakdown includes hours by task and by person, and the hourly fee for each person including fringe benefits, indirect costs, and profit. E Source has calculated the proposed fee based on experience with several similar projects and understanding of the level of effort desired by Wellington. Our fee includes all services and deliverables described in the accompanying proposal.

Table 2. Fee Breakdown by Phase and Task

			Team Resource		NN	DG	DR	RR	DS	KT	EV	JD	MH	SV	EL	
			Hourly Rate		$256	$256	$256	$186	$226	$236	$236	$236	$246	$226	$226	
Phase	**Hours**	**Fee**	**Expenses**	**Total**	**Scope Percentage by Team Member**											**Total**
Phase 1 - Project Design and Planning																**51**
Task 1.1 - Project Management	0	$0	$0	$0	-	-	-	-	-	-	-	-	-	-	-	-
Task 1.2 - Water Meter Field Survey Support	52	$12,712	$1,500	$14,212	4	11	16	-	-	-	-	-	-	-	20	51
Phase 1 Subtotal	**52**	**$12,712**														
Phase 2 - Procurement																**737**
Task 2.1 - Requirements and Procurement Strategy	40	$9,640	$3,000	$12,640	4	8	8	-	20	-	-	-	-	-	-	40
Task 2.2 - RFP Draft	102	$24,552	$0	$24,552	10	24	16	-	52	-	-	-	-	-	-	102
Task 2.3 - RFP Administration Support	64	$15,184	$0	$15,184	6	10	8	-	40	-	-	-	-	-	-	64
Task 2.4 - Response Evaluation Support	183	$43,848	$6,000	$49,848	14	45	24	-	100	-	-	-	-	-	-	183
Task 2.5 - Draft AMI Project Roles and Responsibilities	82	$19,392	$1,500	$20,892	10	12	-	-	-	-	20	-	-	40	-	82
Task 2.6 - Vendor Negotiations	266	$64,796	$4,500	$69,296	24	50	82	-	110	-	-	-	-	-	-	266
Phase 2 Subtotal	**737**	**$177,412**														
Phase 3 - Program Management Start-Up																**992**
Task 3.1 - Customer Journey Mapping	156	$37,136	$4,500	$41,636	4	12	-	-	-	-	-	140	-	-	-	156
Task 3.2 - Business Process Design	650	$150,400	$9,000	$159,400	15	95	-	-	-	-	20	-	-	520	-	650
Task 3.3 - Customer Engagement/Public Relations Sup	140	$33,440	$3,000	$36,440	5	15	-	-	-	120	-	-	-	-	-	140
Task 3.4 - Policy Review	46	$10,576	$0	$10,576	2	4	-	-	-	-	-	-	-	40	-	46
Phase 3 - Subtotal	**992**	**$231,552**														
Phase 4 - Proof of Concept, Installation, and Deployment																**1,987**
Task 4.1 - Solutions Architecture	144	$36,264	$1,500	$37,764	24	60	-	-	-	-	-	-	60	-	-	144
Task 4.2 - Project Engineering	420	$105,160	$3,000	$108,160	24	160	-	-	-	-	-	-	236	-	-	420
Task 4.3 - Testing	388	$97,288	$4,500	$101,788	24	160	-	-	-	-	-	-	204	-	-	388
Task 4.4 - Data Management	520	$113,520	$6,000	$119,520	40	200	-	280	-	-	-	-	-	-	-	520
Task 4.5 - Meter Deployment/Retrofit Management	515	$125,240	$9,000	$134,240	60	200	35	-	-	-	-	-	-	-	220	515
Phase 4 Subtotal	**1987**	**$477,472**														
Phase 5 - Project Close Out																**48**
Task 5.1 - Project Close Out	48	$12,288	$0	$12,288	8	40	-	-	-	-	-	-	-	-	-	48
Phase 5 - Subtotal	**48**	**$12,288**														
Total	**3,816**	**$911,436**	**$57,000**	**$968,436**	**278**	**1,106**	**189**	**280**	**322**	**120**	**40**	**140**	**500**	**600**	**240**	**3815**
Optional Task																**127**
Large Meter Replacement Planning (Optional)	127	$30,802	$0	$30,802	1	2	67	-	-	-	-	-	-	-	57	127
Optional Task Subtotal	**127**	**$30,802**														
Total with Optional Task Included	**3,943**	**$942,238**	**$57,000**	**$999,238**	**279**	**1,108**	**256**	**280**	**322**	**120**	**40**	**140**	**500**	**600**	**297**	**3942**

Reimbursable Expenses

Reimbursable expenses (e.g., travel) are expected to be approximately $57,000 and will be submitted monthly for reimbursement on an actual and reasonable basis. There is no markup on these direct costs, and E Source does not charge for time spent traveling. We will seek to minimize expenses through the use of government contractor rates, if available, and teleconferences whenever possible. E Source agrees travel meals will not exceed the GSA per diem rate for the local area. Since E source will only invoice for actual expenses incurred, any unused budget for expenses will be retained by Wellington.

Assumptions

The following assumptions apply to this proposal:

- E Source's proposed fee to implement this Scope of Work is based on the timely start and timely completion of each proposed task as outlined in the project schedule provided herein. If an unforeseen delay in any proposed task(s) impacts the level of effort identified or exceeds the duration outlined in the proposed schedule, E Source reserves the right to develop a change order applicable to the additional services / level of effort required to complete the impacted task(s).
- Deliverable documents will be in Microsoft Office, including MS-Word, PowerPoint, Excel, MS-Project, Visio, and Adobe PDF.
- Wellington will provide E Source with working space, network connections, infrastructure, administrative support, and other services and materials reasonably required to perform Project work while onsite at the Wellington offices, if requested.
- Reimbursable expenses will be billed monthly at actual cost.
- Wellington personnel will support workshops and meetings as needed.
- These rates and estimates are exclusive of taxes. Any required state, city, or local government taxes, fees, or business licenses costs will be invoiced at actual cost incurred.
- E Source will work with the Wellington project manager to schedule the necessary workshops. We suggest scheduling most of the proposed workshops over the course of a single onsite visit spanning 3-4 business days.

Payment Terms

Payment terms are net thirty (30) days unless otherwise agreed upon. E Source reserves the right to charge one and one-half (1.5%) percent per month, or the maximum rate permitted by law if less than 1.5%, on any balance remaining unpaid after thirty (30) days.

Proposal Terms and Conditions

Terms of this proposal remain valid for 90 days from date of submittal. E Source reserves the right to negotiate any terms and conditions of the written agreement relating to this SOW with Wellington.