Proposal to:

The Village of Wellington

January 7, 2026

Consulting Services for AMI Implementation Planning and Program Management

Phase 3, 4 and 5 (Revision 6)

Solution Services
Technology Planning and Implementation

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AMI Implementation Planning, and Program Management Scope of Services

Previous Phases included: Phase 1 – Project Design & Planning and Phase 2 – Procurement. During the next phases of Wellington's transition to Advanced Metering Infrastructure (AMI), E Source will provide key implementation / planning tasks detailed in Phases 3, 4 and 5 as follows:

Phase 3: Program Management Start-up

Phase 4: Proof of Concept, Installation and Deployment

Phase 5: Close out

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

Phase 3: Program Management Start-up

Task 3.1: 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 2, results in an optimal business design for the desired future state.

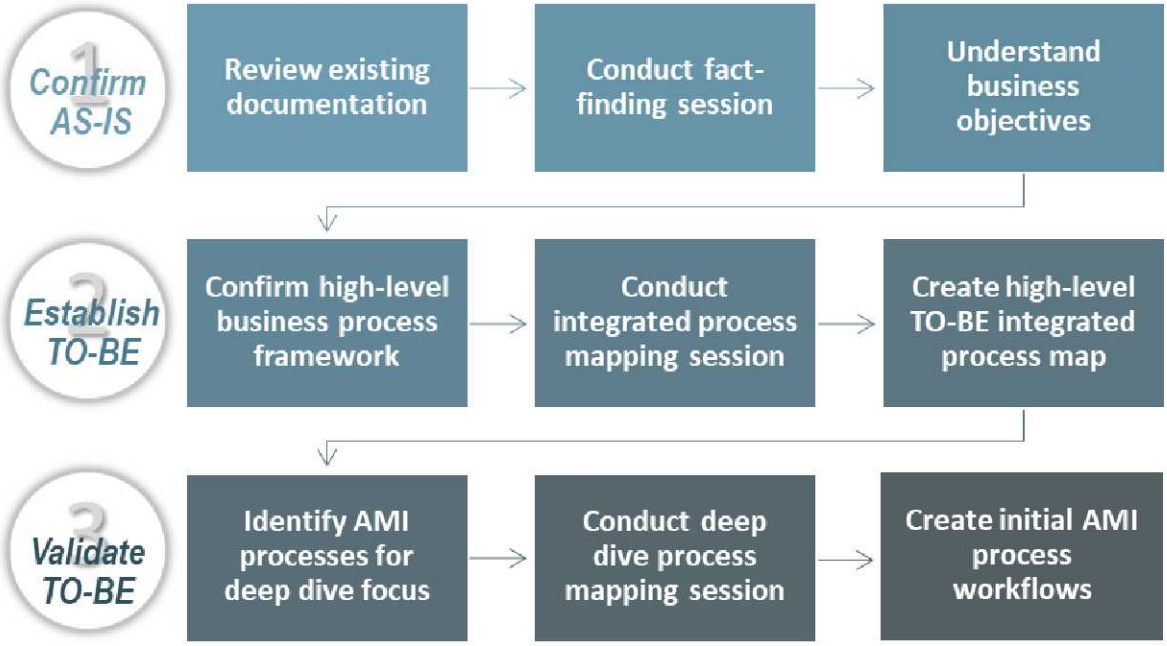


Figure 1 E Source End-to-End Process Approach

Subtask 3.1.1: 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 3.1.2: 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 3.1.3: 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 3.1.4: 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 3.1.5: 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 3.2 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

- The work on this task is anticipated to begin shortly after kickoff. It is acknowledged that some Wellington customers already have AMI even if they don't know it.
- 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 3.3 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.
Integration points between Tyler Munis and Badger Beacon have already been established and are being used for billing some customers.
The tasks for integration will verify proper integrations are completed with Tyler Munis as well as help establish the Meter Installation Vendor Work Order Management system.

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 review 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

E Source will ensure that all critical integration points are identified and that impacts on other systems are factored into the strategy. A reference architecture System Context Diagram will be developed. An example of a System Context Diagram is provided as Figure 3.

E Source and Wellington AMI Project team members along with Badger AMI project team will identify and document the System Architecture. E Source will then review the integrations completed and identify / discuss any apparent errors in the integrations completed or have not been completed.

E Source will assist in the integration between Tyler Munis and the Meter Installation Vendor (MIV) Work Order Management System (WOMS)

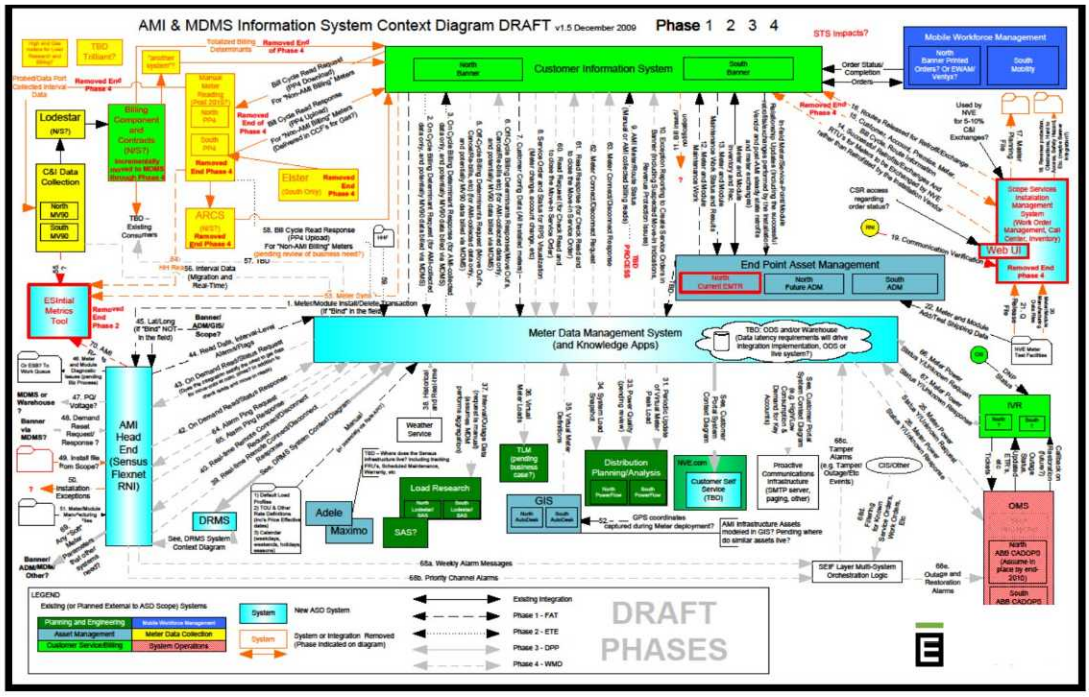
ASSUMPTIONS

- The integration from Badger Beacon to the billing system is already completed and E Source responsibility is limited to participation in (1) workshop, review and documentation of the existing solution architecture and identifying any issues or recommendations to Wellington.

DELIVERABLES

- To-be system architecture including the system context diagram and the system component diagram

Figure 2. 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. 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. Once the requirements are defined, they must be managed through the project to ensure the final

system meets Wellington's needs and expectations. Because integrations with Tyler Munis to Badger have been completed, E Source will verify these integrations are correct and not missing elements needed. 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 and well as to verify the completed integrations. These deliverables also ensure specific test cases and scripts are produced to verify the functions and performance of the system.

ASSUMPTIONS

- The integration from Badger Beacon to the Tyler Munis billing system is already completed.
- E Source responsibility is to build an RMO and RTM and report where any deficiencies exist and assist in corrective measures.
- E Source will assist in the integration between the MIV WOMS and the Munis billing system.
- Any new integrations beyond the Badger Beacon to Munis Billing system and the MIV WOMS to Munis Billing system will require a change order to approve additional hours.

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 4.

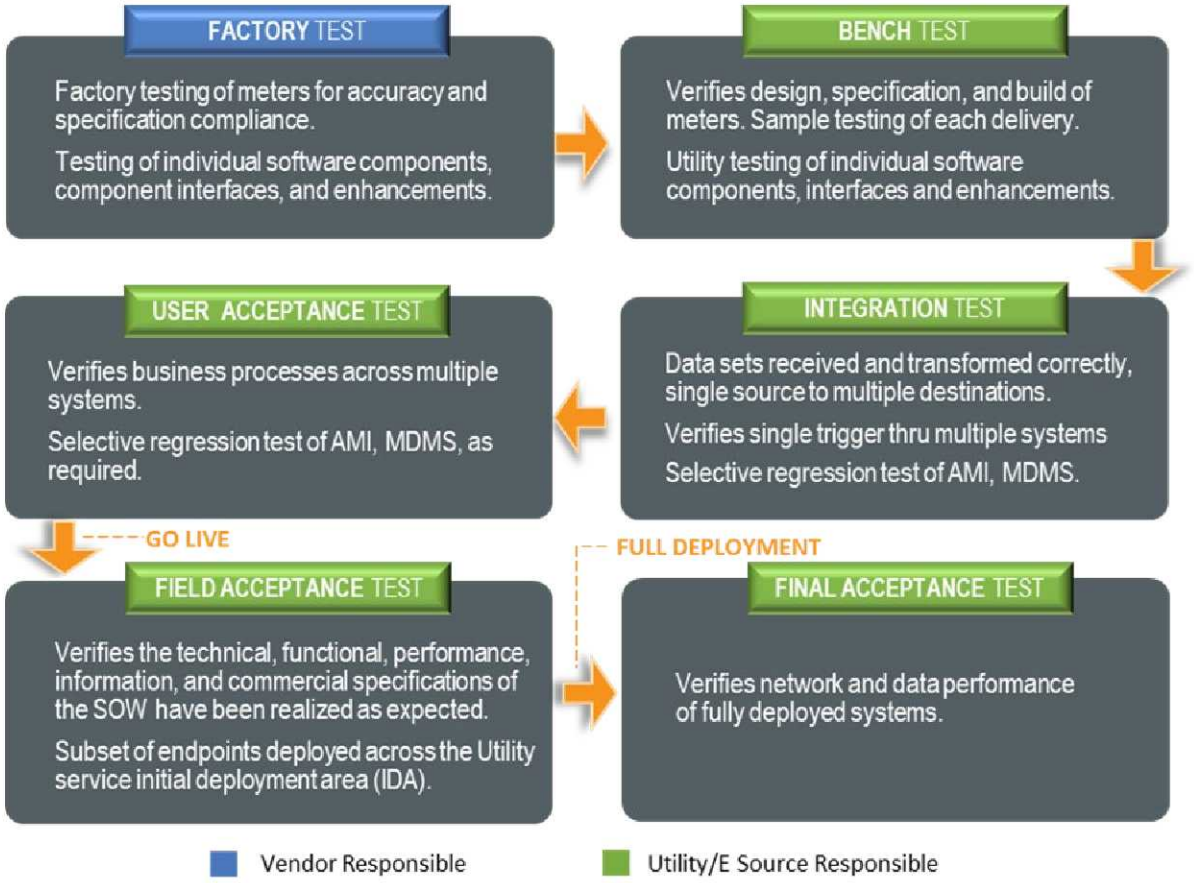


Figure 3. Overall Testing Approach

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. Step by step instructions on how to use / access the reports will be provided. 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: training Wellington local resources for in field quality assurance checks of meter installation workmanship, tracking meter and endpoint related exceptions encountered during installation, review the meter installation vendor work order management system for proper and complete data entries by installers and coordinate and advise Wellington where issues exist or where Wellington provided field QA activities should be enhanced as well as reviewing and advising Wellington on the progress of installations, rework / Return to Utility (RTU).

ASSUMPTIONS

- E Source estimated level of support includes training Wellington local resources for in field quality assurance checks of meter installation and includes in-field verification of quality assurance activities during startup of initial deployment / field testing phase.

- E Source meter deployment subject matter expert will remotely review the meter installation vendor installations for proper entries, completeness and identify any issues.
- E Source meter deployment subject matter expert will attend project management meeting to support and advise on field issues encountered through initial deployment and through the first (1) month of full deployment.
- Wellington will provide the field resources for on-going in-field quality assurance inspections during full deployment.

DELIVERABLES

- Field QA inspection training material
- Report on field QA training and in-field verification of Wellington provided field QA inspection activities, issues and success.

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:

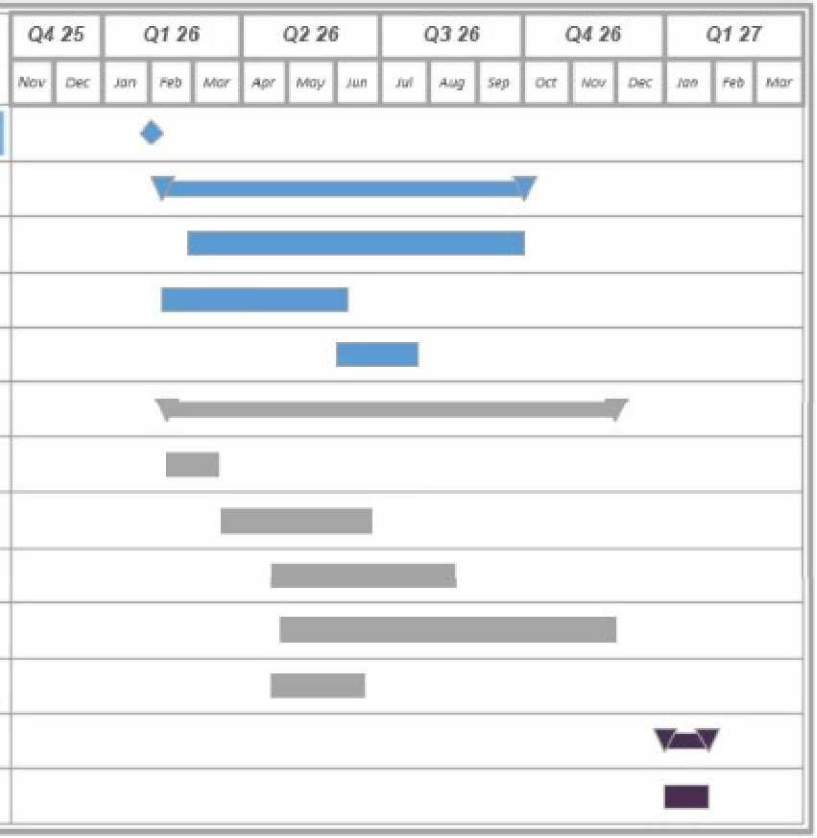
- Performing vendor SOW validation, including 1) confirming final system acceptance criteria have been satisfied and formal system acceptance by the City has been executed; 2) confirming the City's receipt and formal approval of all project deliverables; 3) reviewing AMI system operations manuals to 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

Estimated Schedule

E Source expects the proposed tasks related to Phase 3 and 4 to take approximately 300 calendar days from notice to proceed from Wellington. Phase 5 is anticipated to take approximately 50 calendar days to complete. The notice to proceed is expected the first of February 2026 but is subject to project approval by the governing body and Wellington issuing the notice to proceed. The project schedule listed below is intended to represent estimated time frames and durations. The actual project schedule will be refined with Wellington's input during project start up and provide a greater level of detail. E Source can commence work immediately after contract execution and notice to proceed.

Figure 4 Estimated Project Schedule

ID	Task Name	Start	Finish	Duration
1	**Notice to Proceed**	**2/2/2026**	**2/2/2026**	**0w**
2	**Phase 3 – Program Management Start-Up**	**2/9/2026**	**10/1/2026**	**33.8w**
3	Task 3.1 Business Process Design	2/26/2026	10/1/2026	31.2w
4	Task 3.2 Customer Engagement / Public Relations	2/9/2026	6/8/2026	17.2w
5	Task 3.3 Policy Review	6/2/2026	7/24/2026	7.8w
6	**Phase 4 – Proof of Concept, Installation, and Deployment**	**2/12/2026**	**11/30/2026**	**41.6w**
7	Task 4.1 Solutions Architecture	2/12/2026	3/16/2026	4.6w
8	Task 4.2 Project Engineering	3/19/2026	6/23/2026	13.8w
9	Task 4.3 Testing Support	4/21/2026	8/17/2026	17w
10	Task 4.4 Data Management	4/27/2026	11/30/2026	31.2w
11	Task 4.5 Meter Deployment / Retrofit Support	4/21/2026	6/19/2026	8.8w
12	**Phase 5 – Close Out**	**1/1/2027**	**1/28/2027**	**4w**
13	Task 5.1 Project Close Out	1/1/2027	1/28/2027	4w



Fee

E Source proposes to perform the requested scope of services as detailed in this proposal for actual hours worked, not to exceed amount of $622,548. The breakdown of this fee is shown in Table 1 along with the allowance (travel expenses) estimate. Our breakdown includes hours by task and by resource, 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. E Source will invoice Wellington monthly based on hours worked by task. Our fee includes all services and deliverables described in this proposal.

Table 1 Fee Breakdown by Phase and Task

				Team Resource	1	2	3	4	5	6	7	8	
				Hourly Rate	$256	$256	$256	$186	$236	$246	$226	$226	
Phase		Hours	Fee	Anticipated Expenses	Total	Scope Hours by Resource							Total
Phase 3 - Program Management Start-Up													**836**
Task 3.1 -	Business Process Design	650	$ 150,400	$ 11,100	$ 161,500	15	95	-	-	20	-	520	-	650
Task 3.2 -	Customer Engagement/Public Relations Support	140	$ 33,440	$ 3,700	$ 37,140	5	15	-	-	120	-	-	-	140
Task 3.3 -	Policy Review	46	$ 10,576	$ -	$ 10,576	2	4	-	-	-	-	40	-	46
Phase 3 -Subtotal		**836**	**$194,416**											
Phase 4 - Proof of Concept, Installation, and Deployment													**1,749**
Task 4.1 -	Solutions Architecture	50	$ 12,500	$ 1,850	$ 14,350	-	20	-	-	-	30	-	-	50
Task 4.2 -	Project Engineering	226	$ 56,496	$ 3,700	$ 60,196	-	90	-	-	-	136	-	-	226
Task 4.3 -	Testing	388	$ 97,288	$ 5,550	$ 102,838	24	160	-	-	-	204	-	-	388
Task 4.4 -	Data Management	570	$ 122,820	$ 7,400	$ 130,220	40	200	-	330	-	-	-	-	570
Task 4.5 -	Meter Deployment/Retrofit Management	515	$ 126,740	$ 11,100	$ 137,840	60	250	35	-	-	-	-	170	515
Phase 4 -Subtotal		**1,749**	**$415,844**											
Phase 5 - Close Out													**48**
Task 5.1 -	Project Close Out	48	$ 12,288	$ -	$ 12,288	8	40	-	-	-	-	-	-	48
Phase 4 -Subtotal		**48**	**$ 12,288**	**$ -**	**$ 12,288**									
Total			**$622,548**			**154**	**874**	**35**	**330**	**140**	**370**	**560**	**170**	**2,633**
Allowances (Anticipated Expenses for Travel)			**$ 44,400**											
Grand Total			**$666,948**											

Team Resource Key	
1 = Project Sponsor	5 = Customer Engagement SME
2 - Project Manager	6 = Project Engineer (Solutions Architect & Testing Lead)
3 = Water Operations SME	7 = Business Process SME
4 = Data Quality Management SME	8 = Field Services SME

Reimbursable Expenses

Reimbursable expenses (e.g., travel) are expected to be approximately $44,400 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 that 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 on-site 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.