

Proposal to Provide Meter System Assessment and Strategic Plan Work Order No. 2023-003

Services to be Provided by: Hazen and Sayer (Hazen)

Services Provided to (“Village”): Village of Wellington (Village)

Proposal Date: December 12, 2022

Proposal Terms

PROJECT DESCRIPTION

Hazen will engage subconsultant E Source Companies LLC (Subconsultant) to provide an assessment of the Village of Wellington (Village’s) current state and guide the Village in determining and assessing the criteria and conditions that must be addressed to successfully implement automated meter reading or advanced metering. Subconsultant will evaluate and recommend potential modifications to the Village’s existing systems and operations, including whether AMR or AMI best meets their needs.

SCOPE OF SERVICES

Task 1 - Project Kickoff & Mobilization

Immediately following the notice to proceed, Subconsultant will meet with project team, in a kickoff meeting to review project scope, requirements, deliverables, timetable, and reporting relationships, and to discuss project issues and concerns. Subconsultant will review the make-up of the project team and subject matter experts (SMEs) to confirm there is a broad representation.

To provide the Subconsultant team with the necessary information to begin formulating the assessment, Subconsultant will provide the Village’s team with a data request for background information, including the current IT environment (e.g., operational systems such as the existing CIS, Asset Management, GIS, maintenance planning, customer web portals, etc.), as well as any environment and integration diagrams that may exist, current conservation programs, current water rate sheets, capital investment plans, etc. Subconsultant will share and review discovery questions with Village’s project team to understand what information is readily available and who will compile it. Subconsultant will establish a timetable, being mindful of any limits on readily available data and Village staff members’ time. Subconsultant will identify Village staff members to be interviewed and establish an interview schedule that fits within the overall project schedule.

Deliverable(s):

- Kickoff Meeting presentation with associated documents
- Data requests
- Discovery questions

Task 2 - Stakeholder Mapping

Projects are most often a participatory process in which stakeholders with differing levels of participation play a role in achieving a successful project outcome. Participation requirements, however, aren't the same for each stakeholder associated with the project. Instead, participation expectations depend on the degree of a project stakeholder's direct or indirect involvement. Stakeholders usually have many and varied expectations so without mapping out their influence and interest in the project, it is going to be difficult to know how to effectively communicate with them on top of keeping them engaged and happy. Clearly understanding the project stakeholders can help not only gain buy-in and execute the project more effectively, but it can also help gain more support and resources, increase project visibility, and prevent costly roadblocks later in the project cycle.

To address this issue, Subconsultant will host two (2) highly interactive stakeholder virtual mapping sessions with the Village to properly identify who needs to be involved or informed as well as the level of support for the project and how each stakeholder may help or hinder the project team.

Subconsultant will then use this information to build out a stakeholder analysis which will provide the project team with valuable information to help the Village fulfill the requirements of the stakeholders. Successfully achieving genuine change takes powerful guiding teams; this is why Subconsultant will work with the Village to construct guiding teams using the information gathered from the stakeholder mapping sessions.

Assumptions:

- The Village will identify those individuals for the stakeholder mapping sessions to derive the most accurate information
- The information gathered during the stakeholder mapping sessions is confidential and will be only used by the project team

Deliverable(s):

- Stakeholder Analysis (living document)

Task 3 - Technology & State of the Industry Education

We believe it is important to assure the Village has a clear understanding of AMR/AMI technologies at the start of the project. To provide that understanding, we will conduct a

customized technology review workshop. During the workshop, Subconsultant will discuss the critical success factors and relative advantages / disadvantages of AMR/AMI platforms as they relate to the Village. We delve into the success stories of other utilities and discuss how the Village can avoid potential pitfalls. We will provide a market vendor overview along with explanations of how the products and system characteristics could impact your operations and customer base. The technology review will be an interactive discussion designed to provoke thought, prompt questions, and bring the Village's team base-level knowledge up to a level suitable for making decisions going forward with an AMR/AMI initiative.

Deliverable(s):

- Technology & State of the Industry presentation

Task 4 - Program Goals & Objectives Identification

Our team forms a solid foundation for success by conducting a workshop with executives, stakeholders, and key SMEs to establish a common understanding of your project goals, drivers, success factors, and risks. This approach is designed to stimulate discussion around project goals and objectives that otherwise may not have been considered. This task will serve as the foundation for future work to ensure what is ultimately deployed directly addresses your goals and objectives. Findings and conclusions from this task will be summarized in the final assessment presentation.

Deliverable(s):

- Summary of findings in the Final Assessment Presentation

Task 5 - Discovery & Operational Impact Assessment

As a foundation for the economic and financial analyses and in preparation for the AMR/AMI requirements definition, we will lead your staff in a series of short interviews and a set of workshops to identify key operational impacts.

Subconsultant will work with the Village's PM to identify the SMEs and schedule the necessary workshops to review the discovery responses received with each respective the Village department. During this effort, Subconsultant will review the policies currently in place that may be affected by the deployment of new technology. The output of this task will serve as input to Subconsultant's findings and recommendations specific to the Village's readiness to begin an AMR/AMI initiative.

As applicable, Subconsultant expects to meet with the following departments at a minimum:

- Billing / Customer Service
- Meter Reading / Meter Shop / Field Services
- Finance / Rate Analysis

- Engineering
- Water Operations
- Conservation
- Information Technology (IT)

Deliverable(s):

- Summary of findings in the Final Assessment Presentation

Subtask 6 - IT Systems Analysis

Achieving the full benefit of an AMR/AMI system requires integrating the AMR/AMI system with other Village of Wellington information systems. For example, other processes and interfaces may automatically notify customers of anomalies via instant messaging, email, or outbound dialing, based on account data in the CIS. Linking consumption data from all the customers in a pumping district to production data from the SCADA system could (if applicable) help you monitor and manage Non-Revenue Water (NRW).

Additionally, during the AMR/AMI field deployment, an AMR/AMI system may need to interact efficiently with several the Village information systems to manage the project and ensure accurate billing during the transition (**Figure 4**). For example, meter and customer data must be generated out of the CIS to create work orders, which in turn may be coordinated with your asset management system. Photographs and geo-positioning coordinates are likely to be part of the meter asset database. Meter register ID numbers may be different than meter base ID numbers if some meters are retrofitted. The CIS typically requires meter and Meter Interface Unit (MIU) ID numbers in inventory before they can be accepted in work orders.

Subconsultant will conduct a workshop with applicable personnel to review the Village’s existing information systems to identify areas that must be modified for effective integration to achieve the benefits of AMR/AMI. This review will also provide input into IT costs for advanced metering to be included in the business case. Subconsultant will also review existing networks for potential use as backhaul for the AMR/AMI system.

Deliverable(s):

- Current state and future state systems documentation
- Summary of findings in the Final Assessment Presentation

Subtask 7 - Financial Analysis

The cornerstone of any technology or infrastructure project planning effort is the financial analysis, giving an organization a long-term outlook for their capital investment while also serving as a way to quantify and memorialize what predicted impact the project will have on operational

efficiencies. Following the efforts of the preceding tasks to gather preliminary cost information and potential business case benefits, additional data points will likely be needed to complete the financial analysis development.

Subconsultant will input into our model major technology and deployment scenarios that incorporate many variables (project implementation phasing, differential inflation rates, component and labor costs, equipment lifespan, deployment timeline, etc.), and the average model Subconsultant produces has between 200-300 discrete inputs (or more, depending on complexity) to ensure the highest level of fidelity and precision possible. Subconsultant financial models are also backed by a conservative, comprehensive pricing methodology that considers the unique environment and circumstances at the Village. By leveraging past proposals and contracts Subconsultant has been involved with on behalf of various clients, engineer's estimates and annual budgetary outlays are produced that are typically within 5%-7% of actual costs, accounting for all line items necessary to fulfill the project.

The model will calculate annual and cumulative cash flows across the project lifespan, present value, return on investment, internal rate of return and other financial measures of interest. The analysis will also delineate what meters should be replaced vs retrofit considering known degradation, meter age, testing data, etc. Using a sensitivity analysis, Subconsultant can vary the inputs to arrive at best- and worst-case scenarios, ensuring that the Village is prepared for all potential outcomes. The financial analyses are also flexible and robust enough to accommodate an assessment of the financial impact across various business units within the Village. By allocating costs and benefits across different groups, Subconsultant can reveal what the relative effects are for a specific department or division, as well as for the overall organization.

For many projects, the costs derived from a traditional cost-benefit analysis are only one part of the overall value stream. While the financial modeling deals well with only hard, direct costs and benefits, a comprehensive business case must also consider soft and indirect costs and benefits, such as enhanced customer satisfaction and confidence, or reduced environmental impact. As part of the larger business case, Subconsultant will include an explicit review of the non-economic factors that can be realized. Subconsultant will endeavor to describe and evaluate the significant direct and indirect impacts of technology strategies in these areas, focusing on the relevant indicators.

Assumptions:

- The financial analysis resulting from the services described in this statement of work is based on one or more underlying financial models. The models are Copyrighted © 2022 by E Source Companies LLC; all rights reserved. All intellectual property rights in the models are owned solely and exclusively by Subconsultant. Subconsultant does not, however, claim ownership of any of the data inputs into the models or any of the reports, analyses, and other work product resulting from the use of the models.
- The number of model scenarios is limited to three (3). Additional scenarios can be performed for an additional fee.

Deliverable(s):

- Draft and final financial metrics, direct, and indirect benefits, and scenario analysis results (*.xls)
- Summary of findings in the Final Assessment Presentation

Task 8 - Project Implementation Planning

AMR/AMI implementation involves several coordinated dimensions. Astute implementation planning can mean the difference between a successful, well-accepted project and a poorly performing system. The integrity of the information created during AMR/AMI deployment is critical to employee and customer acceptance.

Based on the recommended strategies and financial analysis, Subconsultant will conduct a workshop and work with the Village's team to prepare a draft project schedule in the form of a Gantt chart that shows the key tasks and milestones for project procurement and deployment. This will help identify the points at which monetary and staffing commitments are required. The draft implementation plan is usually revised once a vendor is selected, and the particulars of the system are known.

The suggested project schedule will span from the start of procurement through deployment. All AMR/AMI elements, such as metering infrastructure installation, software applications, data management, business processes changes will be planned. At each stage, Subconsultant will recommend the functions required for project management (for example, vendor selection, field inspections, programming, acceptance testing, etc.) and which functions could be outsourced, provided by the vendor, or should be handled by the Village staff.

A multi-year prioritized CIP will be developed to implement the agreed-upon recommendations. An analysis of bench test results provided by the Village of approximately 400 meters will be used in prioritizing and developing the CIP.

Deliverable(s):

- Initial project implementation plan/schedule
- A multi-year prioritized CIP will be developed to implement the agreed-upon recommendations. Task 9 - Assessment Presentation

Subconsultant's findings that are gathered during the tasks outlined above will be documented in a comprehensive presentation. The presentation will be the primary vehicle for communicating Subconsultant's recommendations to the Village.

Subconsultant will schedule working sessions with the Village upon delivery of the Draft AMR/AMI Assessment presentation to review the results and recommendations. Subconsultant expects the Village to provide feedback / questions / comments, which will be incorporated into the Final Assessment presentation. Additionally, Subconsultant will prepare and conduct a

presentation to the Village's Executive Management / Stakeholders summarizing the effort, results, and recommendations.

Deliverable(s):

- Draft/Final AMR/AMI Assessment results presentation (*.ppt)

Task 10 - Project Management

Subconsultant will provide structured project management to ensure that all project components are executed in a timely, organized fashion and completed to the project scope and expectations. Project management activities will include:

- Develop and maintain the overall project schedule
- Work with all project participants to monitor progress and adjust the work plan as needed
- Schedule and facilitate regular project progress and other meetings
- Create project status reports as required with input from the Village
- Track and report on project budget

Project timeliness, quality, and costs are measures of success and satisfaction. As such, the Subconsultant delivery methodology employs a quality monitoring process whereby senior management within the firm will monitor all timeliness, quality, and project costs adherence to ensure success in all areas. The Subconsultant project manager will also manage and maintain the Microsoft SharePoint website for collaboration including calendaring, contacts, document repositories, etc. Additionally, Subconsultant will make use of web-based meeting applications for remote meetings, as appropriate.

Deliverable(s):

- Project status reports
- Project schedule
- SharePoint setup and administration

Task 11 – Project Administration and Independent Technical Review

Hazen shall provide the administrative functions required to manage the project elements including monitoring of schedule and budget, and preparation of invoices. Hazen will perform technical review of draft deliverables upon submittal by Subconsultant to Village, and provide comments. Hazen will provide third-party opinion of the results and recommendations of Subconsultant's study, informed by Hazen's professional experience with AMR-AMI technology.

Deliverable(s):

- Comments by Hazen on deliverables as needed

SCHEDULE

It is estimated that the proposed tasks will span approximately 3-4 months. The actual project schedule will be provided and refined with the Village's input during project planning and provide a greater level of detail. Subconsultant is available to commence work immediately after contract execution.

COMPENSATION

Compensation for Tasks 1 through 10 will be billed on a lump sum basis based on percent of work complete and total project fees presented in Attachment A. Task 11 will be billed on a not to exceed basis based on Attachment A

ASSUMPTIONS

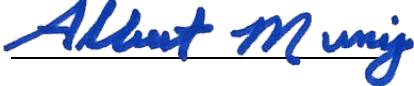
The following assumptions apply to this proposal:

- Subconsultant's proposed fee to implement this Scope of Work is based on the timely start and timely completion of each proposed task. If an unforeseen delay in any proposed task(s) impacts the level of effort identified or exceeds the duration identified in the project schedule, Subconsultant reserves the right to develop a change order applicable to the additional services / level of effort required to complete the impacted task(s).
- Subconsultant will work with the Wellington project manager to schedule the necessary workshops. It is suggested scheduling the majority of the proposed workshops over the course of a single onsite visit spanning 3-4 business days
- Deliverable documents will be in Microsoft Office, including MS-Word, PowerPoint, Excel, MS-Project, Visio, and Adobe PDF.
- The Village will provide Subconsultant with working space, network connections, infrastructure, administrative support, and other services and materials reasonably required to perform Project work while onsite at the Village offices, if requested.
- 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.

AUTHORIZATION

Work described in this proposal will commence upon authorization to proceed and receipt of a signed agreement.

Hazen and Sawyer

Signed: 
Name: Albert Muniz, PE
Title: Vice President
Date: 12/12/2022

Subconsultant Proposal

**Proposal to Provide
Consulting Services for
Meter System Assessment & Strategic Plan**

Services to be provided by: E Source Companies LLC (E Source)

Services provided to: Village of Wellington (Wellington)

Proposal Date: December 12, 2022

1. Scope of Services

E Source will provide an assessment of Wellington's current meter system and determine the feasibility to upgrade to an automated system. We will guide the Village in developing a strategic plan that outlines the criteria and conditions to successfully implement automated meter reading or advanced metering. We will evaluate and recommend potential modifications to Wellington's existing systems and operations.

Task 1: Assessment and Business Case

Subtask 1.1: Project Kickoff & Mobilization

Immediately following the notice to proceed, E Source will meet with project team, in a kickoff meeting to review project scope, requirements, deliverables, timetable, and reporting relationships, and to discuss project issues and concerns. We will review the make-up of your project team and subject matter experts (SMEs) to confirm there is a broad representation.

To provide our team with the necessary information to begin formulating our assessment, we will provide your team with a data request for background information, including your current IT environment (e.g., operational systems such as the existing CIS, Asset Management, GIS, maintenance planning, customer web portals, etc.), as well as any environment and integration diagrams that may exist, current conservation programs, current water rate sheets, capital investment plans, etc. We will share and review discovery questions with Wellington's project team to understand what information is readily available and who will compile it. We will establish a timetable, being mindful of any limits on readily available data and Wellington staff members' time. We will identify Wellington staff members to be interviewed and establish an interview schedule that fits within the overall project schedule.

DELIVERABLES

- Kickoff Meeting presentation with associated documents
- Data requests
- Discovery questions

Subtask 1.2: Stakeholder Mapping

Projects are most often a participatory process in which stakeholders with differing levels of participation play a role in achieving a successful project outcome. Participation requirements, however, aren't the same for each stakeholder associated with the project. Instead, participation expectations depend on the degree of a project stakeholder's direct or indirect involvement. Stakeholders usually have many and varied expectations so without mapping out their influence and interest in the project, it is going to be difficult to know how to effectively communicate with them on top of keeping them engaged and happy. Clearly understanding your project stakeholders can help you not only gain buy-in and execute your project more effectively, but it can

also help you gain more support and resources, increase project visibility, and prevent costly roadblocks later in the project cycle.

To address this issue, E Source will host two (2) highly interactive stakeholder virtual mapping sessions with Wellington to properly identify who needs to be involved or informed as well as the level of support for the project and how each stakeholder may help or hinder the project team. E Source will then use this information to build out a stakeholder analysis which will provide the project team with valuable information to help Wellington fulfil the requirements of your stakeholders. Successfully achieving genuine change takes powerful guiding teams; this is why E Source will work with Wellington to construct guiding teams using the information gathered from the stakeholder mapping sessions.

ASSUMPTIONS

- Wellington will identify those individuals for the stakeholder mapping sessions to derive the most accurate information
- The information gathered during the stakeholder mapping sessions is confidential and will be only used by the project team

DELIVERABLES

- Stakeholder Analysis (living document)

Subtask 1.3: Technology & State of the Industry Education

We believe it is important to assure Wellington has a clear understanding of metering technologies at the start of the project. To provide that understanding, we will conduct a customized technology review workshop. During the workshop, E Source will discuss the critical success factors and relative advantages / disadvantages of metering platforms as they relate to Wellington. We delve into the success stories of other utilities and discuss how Wellington can avoid potential pitfalls. We will provide a market vendor overview along with explanations of how the products and system characteristics could impact your operations and customer base. The technology review will be an interactive discussion designed to provoke thought, prompt questions, and bring Wellington's team base-level knowledge up to a level supporting decision making going forward.

DELIVERABLES

- Technology & State of the Industry presentation

Subtask 1.4: Program Goals & Objectives Identification

Our team forms a solid foundation for success by conducting a workshop with executives, stakeholders, and key SMEs to establish a common understanding of your project goals, drivers, success factors, and risks. This approach is designed to stimulate discussion around project goals and objectives that otherwise may not have been considered. This task will serve as the foundation for future work to ensure what is ultimately deployed directly addresses your goals and objectives. Findings and conclusions from this task will be summarized in the final assessment presentation.

DELIVERABLES

- Summary of findings in the Final Assessment Presentation

Subtask 1.5: Discovery & Operational Impact Assessment

As a foundation for the economic and financial analyses and in preparation for the metering requirements definition, we will lead your staff in a series of short interviews and a set of workshops to identify key operational impacts.

E Source will work with Wellington's PM to identify the SMEs and schedule the necessary workshops to review the discovery responses received with each respective Wellington department. During this effort,

E Source will review the policies currently in place that may be affected by the deployment of new technology. The output of this task will serve as input to E Source's findings and recommendations specific to Wellington's readiness to begin a metering technology initiative.

As applicable, E Source expects to meet with the following departments at a minimum:

- Billing / Customer Service
- Meter Reading / Meter Shop / Field Operations
- Finance / Rate Analysis
- Engineering
- Water Operations
- Conservation
- IT

DELIVERABLES

- Summary of findings in the Final Assessment Presentation

Subtask 1.6: IT Systems Analysis

Achieving the full benefit of a new metering system, such as AMI, requires integrating the system with other Wellington information systems. For example, other processes and interfaces may automatically notify customers of anomalies via instant messaging, email, or outbound dialing, based on account data in the CIS. Linking consumption data from all the customers in a pumping district to production data from the SCADA system could (if applicable) help you monitor and manage Non-Revenue Water (NRW).

Additionally, during the field deployment, a new metering system will need to interact efficiently with several Wellington information systems to manage the project and ensure accurate billing during the transition (Figure 4). For example, meter and customer data must be generated out of the CIS to create work orders, which in turn may be coordinated with your asset management system. Photographs and geo-positioning coordinates are likely to be part of the meter asset database. Meter register ID numbers may be different than meter base ID numbers if some meters are retrofitted. The CIS typically requires meter and Meter Interface Unit (MIU) ID numbers in inventory before they can be accepted in work orders.

E Source will conduct a workshop with applicable personnel to review your existing information systems to identify areas that must be modified for effective integration. This review will also provide input into IT costs for advanced metering to be included in the business case. We will also review existing networks for potential use as backhaul.

DELIVERABLES

- Current state and future state systems documentation
- Summary of findings in the Final Assessment Presentation

Subtask 1.7: Financial Analysis

The cornerstone of any technology or infrastructure project planning effort is the financial analysis, giving an organization a long-term outlook for their capital investment while also serving as a way to quantify and memorialize what predicted impact the project will have on operational efficiencies. Following the efforts of the preceding tasks to gather preliminary cost information and potential business case benefits, additional data points will likely be needed to complete the financial analysis development.

We will input into our model major technology and deployment scenarios that incorporate many variables (project implementation phasing, differential inflation rates, component and labor costs, equipment lifespan, deployment timeline, etc.), and the average model we produce has between 200-300 discrete inputs (or

more, depending on complexity) to ensure the highest level of fidelity and precision possible. Our financial models are also backed by a conservative, comprehensive pricing methodology that considers the unique environment and circumstances at Wellington. By leveraging our past proposals and contracts we have been involved with on behalf of our clients, we produce engineer's estimates and annual budgetary outlays that are typically within 5%-7% of actual costs, accounting for all line items necessary to fulfill the project.

The model will calculate annual and cumulative cash flows across the project lifespan, present value, return on investment, internal rate of return and other financial measures of interest. The analysis will also delineate what meters should be replaced vs retrofit considering known degradation, meter age, testing data, etc. Using a sensitivity analysis, we can vary the inputs to arrive at best- and worst-case scenarios, ensuring that Wellington is prepared for all potential outcomes. Our financial analyses are also flexible and robust enough to accommodate an assessment of the financial impact across various business units within Wellington. By allocating costs and benefits across different groups, we can reveal what the relative effects are for a specific department or division, as well as for the overall organization.

For many projects, the costs derived from a traditional cost-benefit analysis are only one part of the overall value stream. While the financial modeling deals well with only hard, direct costs and benefits, a comprehensive business case must also consider soft and indirect costs and benefits, such as enhanced customer satisfaction and confidence, or reduced environmental impact. As part of the larger business case, we will include an explicit review of the non-economic factors that can be realized. We will endeavor to describe and evaluate the significant direct and indirect impacts of technology strategies in these areas, focusing on the relevant indicators.

ASSUMPTIONS

- The financial analysis resulting from the services described in this statement of work is based on one or more underlying financial models. The models are Copyrighted © 2022 by E Source Companies LLC; all rights reserved. All intellectual property rights in the models are owned solely and exclusively by E Source. E Source does not, however, claim ownership of any of the data inputs into the models or any of the reports, analyses, and other work product resulting from the use of the models.
- The number of model scenarios is limited to three (3). Additional scenarios can be performed for an additional fee.

DELIVERABLES

- Draft and final financial metrics, direct, and indirect benefits, and scenario analysis results (*.xls)
- Summary of findings in the Final Assessment Presentation

Subtask 1.8: Project Implementation Planning

Implementation of a metering system involves several coordinated dimensions. Astute implementation planning can mean the difference between a successful, well-accepted project and a poorly performing system. The integrity of the information created during a meter system deployment is critical to employee and customer acceptance.

Based on the recommended strategies and financial analysis, E Source will conduct a workshop and work with your team to prepare a draft project schedule in the form of a Gantt chart that shows the key tasks and milestones for project procurement and deployment. This will help identify the points at which monetary and staffing commitments are required. The draft implementation plan is usually revised once a vendor is selected, and the particulars of the system are known.

The suggested project schedule will span from the start of procurement through deployment. All elements, such as metering infrastructure installation, software applications, data management, business processes changes will be planned. At each stage, we will recommend the functions required for project management

(for example, vendor selection, field inspections, programming, acceptance testing, etc.) and which functions could be outsourced, provided by the vendor, or should be handled by Wellington staff.

DELIVERABLES

- Initial project implementation plan/schedule

Subtask 1.9: Assessment Presentation

E Source's findings that are gathered during the tasks outlined above will be documented in a comprehensive presentation. The presentation will be the primary vehicle for communicating E Source's recommendations to Wellington.

E Source will schedule working sessions with Wellington upon delivery of the Draft Assessment presentation to review the results and recommendations. E Source expects Wellington to provide feedback / questions / comments, which will be incorporated into the Final Assessment presentation. Additionally, E Source will prepare and conduct a presentation to Wellington's Executive Management / Stakeholders summarizing the effort, results, and recommendations.

DELIVERABLES

- Draft/Final Assessment results presentation (*.ppt)

Subtask 1.10: Project Management

E Source will provide structured project management to ensure that all project components are executed in a timely, organized fashion and completed to the project scope and expectations. Project management activities will include:

- Develop and maintain the overall project schedule
- Work with all project participants to monitor progress and adjust the work plan as needed
- Schedule and facilitate regular project progress and other meetings
- Create project status reports as required with input from Wellington
- Track and report on project budget

Project timeliness, quality, and costs are measures of success and satisfaction. As such, the E Source delivery methodology employs a quality monitoring process whereby senior management within the firm will monitor all timeliness, quality, and project costs adherence to ensure success in all areas. The E Source project manager will also manage and maintain the Microsoft SharePoint website for collaboration including calendaring, contacts, document repositories, etc. Additionally, E Source will make use of web-based meeting applications for remote meetings, as appropriate.

DELIVERABLES

- Project status reports
- Project schedule
- SharePoint setup and administration

2. Schedule

E Source estimates the proposed tasks will span approximately 3-4 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 is able to commence work immediately after contract execution.

3. Compensation

E Source proposes to perform the requested scope of services as detailed in this proposal for a fixed fee of \$97,066. The breakdown of this fee is shown in the table below. E Source has calculated the 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 herein. All tasks will be invoiced monthly based on percent completion of the task.

Phase 1 – Meter System Assessment and Strategic Plan		
Task ID	Task	Fee
Task 1	Project Kick-off & Mobilization	\$ 8,134
Task 2	Stakeholder Mapping	\$ 8,260
Task 3	Technology & State of the Industry Education	\$ 6,176
Task 4	Program Goals & Objectives Identification	\$ 5,046
Task 5	Discovery & Operational Impact Assessment	\$ 10,148
Task 6	IT Systems Analysis	\$ 11,132
Task 7	Financial Analysis	\$ 15,240
Task 8	Project Implementation Planning	\$ 12,848
Task 9	Assessment Presentation	\$ 10,488
Task 10	Project Management	\$ 9,594
Labor Total		\$ 97,066

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. If an unforeseen delay in any proposed task(s) impacts the level of effort identified or exceeds the duration identified in the project 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).
- E Source will work with the Wellington project manager to schedule the necessary workshops. We suggest scheduling the majority of the proposed workshops over the course of a single onsite visit spanning 3-4 business days.
- 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 Wellington offices, if requested.
- 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.