

CONTRACT NO. 2023000654
AGREEMENT BETWEEN CHARLOTTE COUNTY
and
E SOURCE COMPANIES LLC
for
ADVANCED METERING INFRASTRUCTURE SYSTEM
ASSESSMENT STUDY

THIS AGREEMENT (hereinafter the "Agreement") is made and entered into by and between CHARLOTTE COUNTY, a political subdivision of the State of Florida, 18500 Murdock Circle, Port Charlotte, Florida 33948-1094, hereinafter the "County", and E SOURCE COMPANIES LLC, 3020 Carbon Place, Suite 300, Boulder, Colorado 80301, hereinafter the "Consultant."

WITNESSETH

WHEREAS, the County has determined that it is necessary to retain a Consultant to provide professional services to perform a comprehensive analysis of Charlotte County Utilities' Advanced Metering Infrastructure ("AMI") System, which includes the physical assets, their maintenance operations, practices and policies (the "Project"); and

WHEREAS, the Consultant has reviewed RFP No. 2023000654 required pursuant to this Agreement and is qualified, willing and able to provide and perform all such services in accordance with its terms; and

WHEREAS, the County, through a selection process conducted in accordance with the requirements of law and County policy, has determined that it would be in the best interest of the County to award a contract to Consultant for the rendering of those services described in the RFP 2023000654.

NOW, THEREFORE, the County and the Consultant, in consideration of the mutual covenants contained herein, do agree to implement the Project, as follows:

ARTICLE 1.
INCORPORATION OF DOCUMENTS

1.1. RFP No. 2023000654, issued by the County on September 5, 2023 and consisting of pages 1 through and including 18; and the Proposal submitted by Consultant dated September 26, 2023, all filed with the Clerk of the Circuit Court of Charlotte County, Minutes Division, as RFP No. 2023000654, are hereby specifically incorporated into and made a part of this Agreement as if same had been set forth at length herein. The Scope of Work, Schedule and Fees are attached hereto as **Exhibit A** and are specifically incorporated into and made part of this Agreement.

1.2. In the event of any conflict between the documents constituting this Agreement, the documents shall be given precedence in the following order:

- 1) This Agreement including **Exhibit A**, attached hereto;
- 2) RFP No. 2023000654;

3) The Proposal submitted by Consultant dated September 26, 2023.

ARTICLE 2.
CONSULTANT'S SCOPE OF SERVICES

2.1. Consultant agrees to perform all the services and provide all the materials for the design of the Project as described **Exhibit A – Scope of Work**.

2.2. Consultant agrees to provide its services and all materials for the Project described in **Exhibit A**, for the fees as contained in **Exhibit A – Fees**, and in the times allowed for performance of the project as set forth in **Exhibit A – Schedule**. The Consultant shall make no claims for additional compensation or damages owing to suspensions, delays, or hindrances which arise during the performance of this Agreement. Such suspensions, delays or hindrances may only be compensated for by an extension of time as the County may decide. However, such extension shall not operate as a waiver of any other rights of the County.

2.3. In the event that County desires Consultant to perform any additional services related to the Project not already contained in the Scope of Work, **Exhibit A**, the parties shall enter into an amendment to this Agreement to provide for the provision of such additional services by Consultant as may be determined by the BOCC and payment therefore by County.

ARTICLE 3.
COMPENSATION AND PAYMENT FOR CONSULTANT'S SERVICES

3.1. County shall pay Consultant for those tasks and services provided in the Scope of Work actually performed by Consultant and in accordance with **Exhibit A**. The total payment to Consultant shall not exceed Four Hundred Twenty-Six Thousand Five Hundred Ninety-One Dollars and no cents (\$426,591.00) in accordance with **Exhibit A**, for Consultant's services under this Agreement, performed in accordance with the Scope of Work and this Agreement.

3.2. Payment for services rendered by Consultant shall be made on a monthly basis in proportion to the percentage completed of those tasks listed in the Scope of Work. Percentage of services completed shall be subject to review and approval by the County Asset Manager, or his/her designee.

3.3. Consultant shall submit all billings for payment of services rendered on a monthly basis to the County Purchasing Division for processing. Billings shall be detailed as to the nature of the tasks and services performed and shall refer to the specific tasks listed in the Scope of Work that were actually performed by Consultant. Billings shall include a summary of any amounts previously billed and any credits for amounts previously paid.

3.4. Consultant acknowledges that each billing must be reviewed and approved by the County Utilities Director, or his/her designee. Should the County Utilities Director, or his/her designee, determine that the billing is not commensurate with services performed, work accomplished or hours expended, Consultant shall adjust

billing accordingly. However, Consultant shall be entitled to payment of any portion of a billing not in dispute.

3.5. County shall pay Consultant's monthly billings in accordance with Sections 218.70 through 218.80 Florida Statutes, the Local Government Prompt Payment Act.

ARTICLE 4.

CONSULTANT'S RESPONSIBILITIES

4.1. Consultant shall perform or furnish consulting and related services to a level of technical skill, ability, and diligence customarily provided by an experienced professional in his or her field of expertise when rendering the same services, and in accordance with sound principles and practices generally acknowledged by professionals in his or her field of expertise, as represented to the County, both orally and in writing, to be possessed by Consultant, all in accordance with the standards contained elsewhere in this Agreement and in accordance with generally accepted standards of professional consulting practice and with the laws, statutes, ordinances, codes, rules and regulations governing Consultant's profession. The same standards of care shall be required of any subconsultant or subcontractor engaged by Consultant.

4.2. Consultant shall, without additional compensation, correct and revise any errors, omissions, or other deficiencies in its work product, services, or materials arising from the negligent act, error or omission of Consultant or any subconsultant or subcontractor engaged by Consultant for one year after the completion of Consultant's services under this Agreement. The foregoing shall be construed as an independent duty to correct rather than a waiver of County's rights under any applicable statute of limitations. County review of, approval of, acceptance of, or payment for any of Consultant's work product, services, or materials shall not be construed to operate as a waiver of any of County's rights under this Agreement, or cause of action County may have arising out of the performance of this Agreement.

ARTICLE 5.

OWNERSHIP AND USE OF DOCUMENTS

5.1. All documents, data, studies, surveys, analyses, sketches, tracings, specifications, plans, designs, design calculations, details, computations, drawings, maps, models, photographs, reports, and other documents and plans resulting from Consultant's services under this Agreement are and shall become the property of and shall be delivered to County without restriction, cost or limitation as to use regardless of the format of the document (paper or electronic). However, any use subsequent to or other than the specific project for which such items were created, shall be at the sole risk of County.

5.2. Consultant agrees that any software, computer systems and databases used for providing the documents necessary to this Agreement shall be compatible with existing County software and systems.

ARTICLE 6.
COUNTY'S RESPONSIBILITIES

6.1. County shall perform the responsibilities contained in this Article 6 in a timely manner so as not to delay the services of Consultant.

6.2. County shall furnish to Consultant, upon request of Consultant and at County expense, all existing studies, reports and other available data pertinent to the services to be performed under this Agreement which are within the County's possession. However, Consultant shall be required to evaluate all materials furnished hereunder using reasonable professional judgment before relying on such materials.

6.3. County shall provide reasonable access and entry to all public property required by Consultant to perform the services described in this Agreement. All such access and entry shall be provided at County expense. County shall also use reasonable efforts to obtain permission for reasonable access and entry to any private property required by Consultant to perform the services described in this Agreement.

ARTICLE 7.
EFFECTIVE DATE / TERM / TERMINATION

7.1. The Effective Date of this Agreement is the date on which this Agreement is signed by both parties.

7.2. The term of this Agreement shall begin on the Effective Date and continue through the completion of the Project, in accordance with **Exhibit A**, or through such other time as the parties may agree through an amendment to this Agreement. Consultant's services shall be deemed complete when Consultant provides all products or services contained in the Scope of Work, **Exhibit A**, and required under this Agreement or any amendment hereto, and County accepts such services and products as satisfactory, unless otherwise terminated in accordance herewith.

7.3. The Consultant shall be responsible for notifying the County promptly whenever a delay is anticipated or experienced, including a delay in approval by any governmental agency having jurisdiction over the Project. The County shall allow the Consultant to extend the Project Schedule for valid, documented delays. The County shall be the sole determiner of the validity of the delays.

7.4. The County shall have the right at any time upon thirty (30) calendar days' written notice to the Consultant to terminate the services of the Consultant and, in that event, the Consultant shall cease work and shall deliver to the County all documents, (including reports, designs, specifications, and all other data) prepared or obtained by the Consultant in connection with its services. The County shall, upon receipt of the aforesaid documents, pay to the Consultant, and the Consultant shall accept as full payment for its services, fees for all tasks completed in accordance with the Scope of Work.

7.5. In the event that the Consultant has abandoned performance under this Agreement, then the County may terminate this Agreement upon three (3) calendar days' written notice to the Consultant indicating its intention to terminate. The written

notice shall state the evidence indicating the Consultant's abandonment. Payment for services performed prior to the Consultant's abandonment shall be as stated in Article 3 above.

ARTICLE 8.
NO CONTINGENT FEES

8.1. Consultant certifies that it has not employed or retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for Consultant any fee, commission, percentage, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, County shall have the right to terminate the Agreement without liability at its discretion, to deduct from the contract price, or otherwise recover, the full amount of such fee, commission, percentage, gift or consideration.

ARTICLE 9.
NOTICES

9.1. Any notice required or permitted to be sent hereunder shall be sent certified mail, return receipt requested to the parties at the addresses listed below:

Consultant: E Source Companies LLC

County: Purchasing Division

Name: Nicole Naassan
Senior Vice President - Delivery

Name: Kimberly A. Corbett
Sr. Division Mgr.

Address: 3020 Carbon Place
Suite 300
Boulder, CO 80301

Address: 18500 Murdock Circle
Suite 344
Port Charlotte, FL 33948

9.2. Consultant shall immediately notify County of any changes in address.

ARTICLE 10.
TRUTH-IN-NEGOTIATION CERTIFICATE

10.1. In accordance with Section 287.055 Florida Statutes and Charlotte County Resolution 2003-059, signature of this Agreement by Consultant shall act as the execution of a truth-in-negotiation certificate stating that wage rates and other factual unit costs supporting the compensation of this Agreement are accurate, complete, and current at the time of contracting. The original contract price and any additions thereto shall be adjusted to exclude any significant sums by which County determines the contract price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such contract adjustments shall be made within one (1) year following the end of this Agreement.

ARTICLE 11.
ASSIGNMENT

11.1. This Agreement, or any interest herein, shall not be assigned, transferred or otherwise encumbered, under any circumstances by Consultant without the prior written consent of County. Further, no portion of this Agreement may be performed by subcontractors or subconsultants without written notice to and approval of such action by County.

ARTICLE 12.
EXTENT OF AGREEMENT / SEVERABILITY / MODIFICATION

12.1. This Agreement represents the entire and integrated agreement between the County and Consultant and supersedes all prior negotiations, representations or agreement, either written or oral.

12.2. In the event any provision of this Agreement shall be held invalid and unenforceable, the remaining provisions shall be valid and binding upon the parties. One or more waivers by either party of any breach of any provision, term, condition or covenant shall not be construed by the other party as a waiver of any subsequent breach.

12.3. No modification, amendment or alteration in the terms or conditions contained herein shall be effective unless contained in a written document executed by both parties.

12.4. This is a nonexclusive contract. The County has the right to enter into contracts with other consultants for the providing of any services.

ARTICLE 13.
GOVERNING LAW / VENUE

13.1. This Agreement shall be governed and construed in accordance with Florida law. In the event any litigation arises between the parties in connection with this Agreement, venue for such litigation shall lie exclusively in or for Charlotte County, Florida.

ARTICLE 14.
INDEPENDENT CONTRACTOR STATUS

14.1. Consultant is an independent contractor and is not an employee, servant, agent, partner or joint venturer of the County. Neither the County nor any of its employees shall have any control over the conduct of Consultant or any of Consultant's employees, except as herein set forth, and Consultant expressly warrants not to represent at any time or in any manner that Consultant or any of Consultant's agents, servants or employees are in any manner agents, servants or employees of the County. It is understood and agreed that Consultant is, and shall at all times remain as to the County, a wholly independent contractor and that Consultant's obligations to the County are solely as prescribed by this Agreement.

ARTICLE 15.
AUDIT AND RECORDS REQUIREMENTS

15.1. Consultant shall maintain books, records, documents, and other evidence directly pertaining to or connected with the services under this Agreement which shall be available and accessible at Consultant's local offices for the purpose of inspection, audit, and copying during normal business hours by the County, or any of its authorized representatives. Such records shall be retained for a minimum of five (5) years after completion of the services. Prior to destruction of any records, the Consultant shall notify the County and deliver to the County any records the County requests. Consultant shall require all subcontractors to comply with the provisions of this paragraph by insertion of the requirements hereof in a written contract agreement between Consultant and the subcontractor.

15.2 If the records are unavailable locally, it shall be the Consultant's responsibility to ensure that all required records are provided at the Consultant's expense including payment of travel and maintenance costs incurred by the County's authorized representatives or designees in accessing records maintained out of the County. The direct costs of copying records, excluding any overhead cost, shall be at the County's expense.

15.3. Pursuant to Section 119.0701 of the Florida Statutes, contractors acting on behalf of the County must comply with the public records laws, specifically: a) keep and maintain public records required by the County to perform the contracted services; b) upon request from the County's custodian of public records, provide the County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or as otherwise provided by law; c) ensure that public records that are exempt or confidential from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract; and d) upon completion of the contract, keep and maintain all public records required by the County to perform the service, and meet all applicable requirements for retaining public records.

IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO RETAIN AND PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE COUNTY'S CUSTODIAN OF PUBLIC RECORDS AT (941) 743-1441, E-MAIL TO RECORDS@CHARLOTTECOUNTYFL.GOV, 18500 MURDOCK CIRCLE, BLDG. B, SUITE 200, PORT CHARLOTTE, FLORIDA 33948.

ARTICLE 16.
INDEMNIFICATION

16.1. Consultant shall indemnify and hold harmless the County, its Commissioners, officers, employees, agents and volunteers from and against any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the Consultant and other persons employed or utilized by the Consultant in the performance of this Agreement.

ARTICLE 17.
EMPLOYEE RESTRICTIONS

17.1. Charlotte County will not intentionally award publicly-funded contracts to any contractor who knowingly employs unauthorized alien workers, constituting a violation of the employment provisions contained in 8 U.S.C. Section 1324a [Section 274A of the Immigration and Nationality Act ("INA")]. The County shall consider employment by any Contractor of unauthorized aliens a violation of Section 274A of the INA. Such violation by the Contractor of the employment provisions contained in Section 274A of the INA shall be grounds for termination of this Agreement by the County.

17.2. Pursuant to Section 448.095 of the Florida Statutes, all persons or firms entering into contracts with Charlotte County are required to register with, and use, the E-Verify system of the U.S. Department of Homeland Security to electronically verify the employment eligibility of all newly hired employees. The County may terminate this Agreement for failure on the part of the Contractor to use E-Verify. Contract termination for failure to use E-Verify is not considered a breach of contract pursuant to s. 448.095(5)(c)3, *Fla. Stat.*

ARTICLE 18.
SCRUTINIZED VENDORS

18.1. Pursuant to Section 287.135(3)(b) of the Florida Statutes, Charlotte County may, at its sole option, terminate any agreement in any amount if the Contractor is found to have been placed on the *Scrutinized Companies that Boycott Israel List*, or is engaged in a boycott of Israel.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, the parties hereto have entered into this Agreement as of the date and year below written.

WITNESSES:

Signed By: 

Print Name: Josefine Delgado

Date: 2/02/24

Signed By: _____

Print Name: _____

Date: _____

E SOURCE COMPANIES LLC

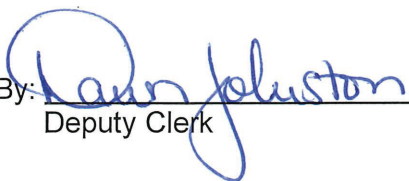
Signed by: 

Title: CEO

Date: 2-2-24

ATTEST:

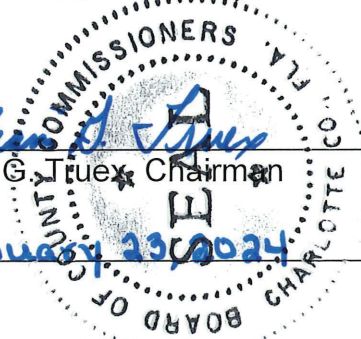
Roger D. Eaton, Clerk of the Circuit
Court and Ex-Officio Clerk to the
Board of County Commissioners

By: 
Deputy Clerk

**BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA**

By: 
William G. Truex, Chairman

Date: January 23, 2024



APPROVED AS TO FORM
AND LEGAL SUFFICIENCY:

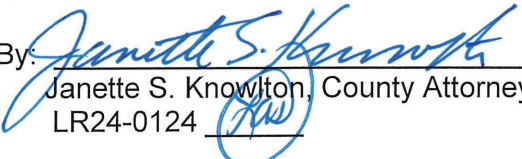
By: 
Janette S. Knowlton, County Attorney
LR24-0124 

Exhibit List:

Exhibit A – Scope of Work, Schedule and Fees

EXHIBIT A

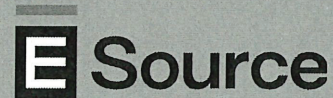


Prepared for:

Charlotte County Utilities, Florida

RFP No. 2023000654 | January 9, 2024

Scope of Work Proposal for Advanced Metering Infrastructure System Assessment Study



E Source Solution Services

Kody Salem, Sr. Vice President
3020 Carbon Pl. Ste. 300 | Boulder, Colorado 80301
www.esource.com | SalesSupport@esource.com



At E Source, we're dedicated to building a sustainable future in partnership with utilities and to helping every utility do the hard work it takes to become the Sustainable Utility.

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Scope of Work

Based on our experience in implementing AMI projects for our clients, we've outlined an approach to this Scope of Work (SOW) that we find to be most effective and efficient for CCU. Our sequenced approach to delivering the AMI Assessment, Planning, and Vendor Procurement Support tasks are detailed below. Within each the task, we identify the workshops and deliverables we plan to complete during the engagement along with underlying assumptions. The tasks outlined in *Task 2: Planning* can be refined depending on the outcomes of the Assessment and CCU's determination if the existing AMI system is viable or if a new AMI system is needed. E Source will provide guidance and play a supporting role to CCU through the activities detailed in *Task 3: Vendor Procurement Support* but will not lead the procurement effort.

Task 1: AMI Assessment

Subtask 1.1: Mobilization & Stakeholder Analysis

Following notice to proceed, the E Source project manager (PM) will mobilize our team, coordinate with the CCU PM to prepare for, and hold a kickoff meeting to outline the scope, schedule, deliverables, communication plan and overall project management structure.

To ensure our team has the necessary information to begin formulating the assessment, we will provide CCU with a set of data requests for background information, including, but not limited to, information related to your current AMI system, IT/OT environment, meter maintenance program, etc. We'll also ask for any environment and integration diagrams that may exist, current conservation programs, capital investment plans, etc. We'll share and review discovery questions with your PM to understand what information is readily available and who will compile it. We will work with your PM to confirm the CCU staff members to be interviewed and establish the interview/workshop schedule to be completed as part of Subtask 1.4.

Prior to the onsite project kickoff, E Source will host two (2) virtual stakeholder mapping sessions to identify the level of involvement, level of project support, method of engagement, and discuss any issues or concerns. This exercise will also inform the makeup of the project team and identify the CCU Subject Matter Experts (SMEs) so we can form solid guiding teams. E Source will build out a stakeholder analysis to set the stage for broad stakeholder representation during kickoff, for the workshops to follow, as well as setting the foundation for the life of the project.

ASSUMPTIONS

- CCU will identify the individuals for the stakeholder mapping sessions to collect the most accurate information
- The information gathered during the stakeholder mapping sessions is confidential and will be used only by the project team
- E Source will follow up with key stakeholders if there are gaps in the information gathered

DELIVERABLES

- Stakeholder Analysis (living document)
- Kickoff meeting presentation with associated documents
- Data requests
- Discovery questions

Subtask 1.2: Technology & State of the Industry

We believe it is important to provide CCU with a deep dive into the most current information available related to water AMI technology. E Source will conduct a customized technology review workshop onsite which will follow the project kickoff meeting. We will discuss the critical success factors and relative advantages and disadvantages of AMI platforms as they relate to CCU. We delve into the success stories of other utilities and

discuss how to avoid potential pitfalls. We will give an overview of market vendors and explain 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 CCU team's base-level knowledge up to current technology suitable for making decisions throughout the AMI initiative. **We understand that CCU already possesses working AMI knowledge, so will customize the content accordingly.**

DELIVERABLES

- Technology & State-of-the-Industry Presentation

Subtask 1.3: Program Goals

E Source will conduct an onsite workshop with executives, stakeholders, and key SMEs to establish a common understanding of your AMI goals, drivers, success factors, and risks. This workshop will leverage information collected during the Technology and State of the Industry workshop and the Stakeholder Analysis. E Source will provide insights and suggestions based on discovery information gathered and experience with other utilities. This task serves as the foundation to ensure that our recommendations directly address your goals for AMI technology at CCU.

DELIVERABLES

- Summary of program goals in the Final Assessment Report

Subtask 1.4: Discovery and Gap Analysis

E Source will lead your staff in a series of onsite interviews and workshops to review the discovery responses received from each CCU department and discuss CCU's current operations and experience with the Mueller AMI system. Following the workshops, E Source will perform a detailed gap analysis of our findings related to CCU's existing AMI system, specifically and CCU operations, generally. The output of this task will serve as input into E Source's findings and recommendations specific to CCU's readiness to begin an AMI initiative.

E Source will work with CCU's project manager (PM) to identify the SMEs and schedule the onsite interviews and workshops to review the discovery responses received with each respective CCU department. E Source recognizes that despite their high value, workshops are an interruption to the daily work of utility employees. E Source will aim to schedule the workshops with minimum disruption for other utility activities and will design workshops that provide maximum benefits.

As applicable, E Source 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

DELIVERABLES

- Gap analysis and summary of findings in the Final Assessment Report

Subtask 1.5: IT Systems Analysis

Achieving the full benefit of an AMI system requires integrating the AMI system with other CCU 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).

Also, during the AMI field deployment, an AMI system may need to interact efficiently with several CCU information systems to manage the project and ensure accurate billing during the transition (Figure 1). 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 host two (2) workshops with CCU staff. The first workshop will focus on review of CCU's existing information systems/integrations, including AMI. E Source will analyze the information collected and suggest modifications to the existing systems/integrations, if applicable. The second workshop will create the conceptual future state systems documentation in an effort to achieve the benefits of AMI. This review will also provide input into IT costs to be included in the financial analysis. We'll also review existing networks for potential use as backhaul for the AMI system.

DELIVERABLES

- Current and future state systems documentation (IT Systems and Network Documentation)
- Summary of findings / suggested modifications in the Final Assessment Report

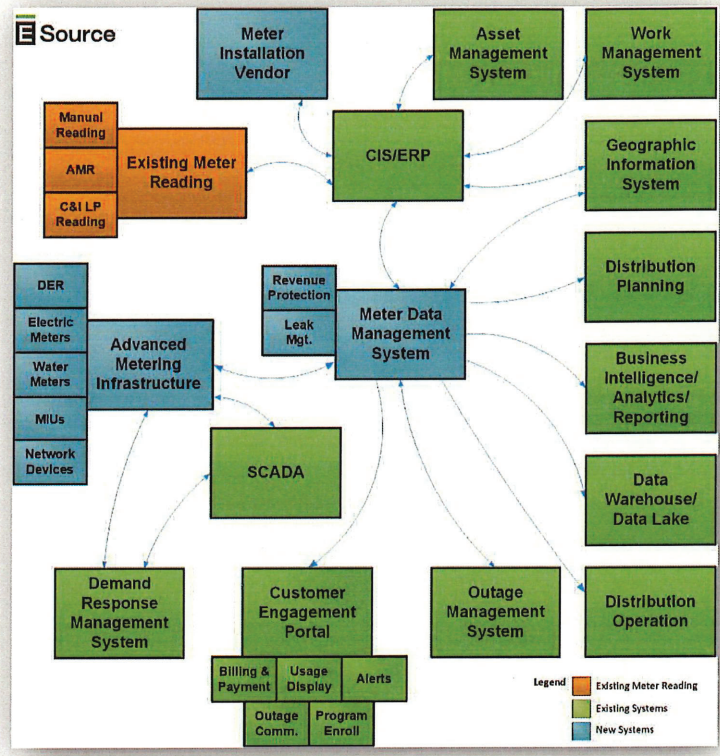


Figure 1. Example System Context Diagram

Subtask 1.6: Use Case Review and Prioritization

E Source will host up to three (3) workshops with CCU to review, prioritize, and summarize those use cases that can support your goals and objectives as well as other desired use cases. Our starting list includes use cases outlined by the National Institute of Standards and Technology (NIST), the American Water Works Association (AWWA), and other industry working groups. We'll also use insights from our past and present AMI projects.

With input from stakeholders across your organization, our team will suggest relevant applications of AMI data and system event information. E Source will work with the CCU team to understand the possible applications for AMI data to support operational analysis and beyond. Through this effort, our team will identify the appropriate technology, add-on applications, or additional data integrations related to your AMI program.

E Source will use discovery information compiled about CCU to customize and group relevant use cases by specific business process, domain, and user roles that will interact for each specific outcome as defined in the use case. We work with your team to relate each use case to the desired business requirements to answer the "How?" for achieving strategic goals and objectives.

E Source will also produce a summary outlining the high-priority or high-interest use cases to be included in the final assessment report. The summary will include the following specifications:

- **Description:** a summary description of the use case
- **Owner(s):** which department / business unit representative is the owner of the use case
- **Strategic/Business Drivers:** a summary of the strategic and business objectives the use case will support
- **New / Modified Technologies:** a summary of the new technologies, new integrations, or modifications to existing technologies or integrations needed to support the use case
- **Constraints/Dependencies/Risks:** factors that may impact the implementation effort, timeline, or benefits

DELIVERABLES

- Prioritized use cases to be included in the Final AMI Assessment Report

Subtask 1.7: Review Existing Meter Maintenance Program Effectiveness

Meters are the cash registers for water utilities and their on-going maintenance is key to accurately measure consumption for each utility customer. Meter maintenance programs include the meter and the associated appurtenances. E Source will review the following meter maintenance program components:

- *System of record review.* The billing system is usually the system of record for meter assets and will be reviewed for data completeness. We will also identify gaps and issues with special attention to issues that can impact an AMI deployment.
- *Work / service order review.* Often the billing system service order system is used to document account / meter issues and related work completed. We will review and characterize service orders to understand underlying issues that dictate field visits or meter-related issues. After this discovery and analysis is completed a work session with staff further helps to understand actions taken the prevailing issues causing staff visits to a meter location.
- *Meter testing programs.* We will discuss the overall meter testing philosophies to understand the utility's reasons and limitations to existing programs. We will review testing programs for both large and small meters and characterize the test results to understand issues in the current meter population and the utility's response to these issues.
- *Small meter appurtenances review.* We will identify, through either documentation or staff work sessions, a thorough understanding of the standard meter configurations along with exceptions. This work will seek to understand the types of valves, lids, meter boxes, meter setters and their condition along with the level of effort required to maintain this equipment.
- *Small meter set conditions.* We will identify and characterize the conditions within a meter box. Key components of this work will identify the level of soil in a box relative the meter, soil type, wet conditions, and depth of meter relative to the meter lid.
- *Large meter review.* We will identify, through documentation and / or staff work sessions, a thorough understanding of the standard large meter types and configurations along with exceptions. This work will seek to understand the meter types used in various applications, types of meter boxes / vault conditions, valves, and the prevalence of by-passes and test ports.
- *Large meter set conditions.* We will identify and characterize the conditions within a meter box, including prevalence of wet conditions, depths, vault conditions, mouse holes, and valve conditions. We will identify other components such as PRVs or customer owned equipment within the large meter vault.

CCU will facilitate a tour of the meter shop to include workspaces, meter testing, meter scrap, warehousing, etc. E Source will work with CCU staff to identify and visit a sampling of large and small meters and appurtenances in the field.

ASSUMPTIONS

- CCU will provide documentation / identify staff with knowledge of the meter maintenance program.
- CCU staff will take pictures of a limited number of meter locations as requested.

DELIVERABLES

- Draft and final assessment of current meter maintenance program along with recommendations for changes that support a best-in-class meter maintenance program

Subtask 1.8: Financial Analysis

The cornerstone of any technology or infrastructure project planning effort is the financial analysis. It gives an organization a long-term outlook for their capital investment while serving as a means 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, E Source will deliver a set of data requests that will inform the model assumptions specific to CCU.

We will input into our model major technology and deployment scenarios that incorporate many variables (e.g., project implementation phasing, differential inflation rates, component and labor costs, equipment lifespan, deployment timeline, etc.). 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 CCU. 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 for those scenarios that are most relevant to CCU. Using a sensitivity analysis, we can vary the inputs to arrive at best- and worst-case scenarios, ensuring that CCU is prepared for all possible outcomes.

Our financial analyses are also flexible and robust enough to consider the financial impact across various business units within CCU. By allocating costs and benefits across different groups, we can reveal what the relative effects are for a specific department or division and 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'll include an explicit review of the non-economic factors that can be realized. We'll describe and evaluate the significant direct and indirect impacts of technology strategies in these areas.

ASSUMPTIONS

- The number of model scenarios is limited to four (4). E Source can perform additional scenarios 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 Report

Subtask 1.9: AMI Roadmap

E Source will work with CCU to synthesize a strategic roadmap for a stable and technologically-sound AMI program. The roadmap to be produced will be a two-pronged plan that will outline the following scenarios:

- CCU upgrades the current Mueller AMI system
- CCU selects and deploys a new AMI system

The roadmap will outline near-term (1-to-3-years) activities as well as long-term (4-to-10-year) vision planning for both scenarios. The roadmap will incorporate findings and conclusions gleaned from the assessment tasks including project goals, financial impacts, priority use cases, etc. For each scenario, the roadmap will depict the steps to achieve steady state, relevant milestones, and associated timeline.

In addition, the roadmap will include a high-level staffing assessment, identify the potential risks, and document mitigation strategies for the two (2) scenarios.

DELIVERABLES

- Draft AMI Roadmap
- Final AMI Roadmap to be included in the Final Assessment Report

Subtask 1.10: Assessment Report and Presentation

E Source's findings that are gathered during the tasks outlined above will be documented in a comprehensive report and presentation. The report will be the primary vehicle for communicating E Source's findings and recommendations to CCU. E Source will schedule working sessions with CCU upon delivery of the draft AMI Assessment report to review the results and recommendations. E Source expects CCU to provide feedback / questions / comments, which will be incorporated into the Final Assessment Report. Additionally, E Source will prepare and conduct an on-site presentation to CCU's executive management / stakeholders summarizing the effort, findings, and recommendations.

DELIVERABLES

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

Task 2: Planning**Subtask 2.1: Draft Project Implementation Plan**

Based on the CCU's chosen path forward with AMI, E Source will prepare a draft project plan and schedule, in the form of a Gantt chart, that shows the key tasks and milestones for the project. This will help identify the points at which monetary and staffing commitments are required. The draft implementation plan will be revised once a vendor is concluded, and the particulars of the system are known.

All AMI elements—such as metering infrastructure installation, software applications, data management, and business processes changes—will be planned. At each stage, we will recommend the functions that require expert 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 CCU staff.

DELIVERABLES

- Draft project implementation plan/schedule

Subtask 2.2: Draft AMI Staffing Plan

E Source will develop a draft AMI program-specific staffing plan that identifies the overall strategy necessary to facilitate the ongoing maintenance of and use of the data produced by an AMI system. This plan will

identify ownership, governance, and maintenance of AMI Operations on an ongoing basis. Specific skill sets, tasks, and time commitments by role type will also be detailed.

The draft AMI staffing plan will focus on CCU support for the AMI system. This will identify the staffing requirements for the design and development phase of the project including tasks and anticipated workshops. It will identify the appropriate knowledge, skills, and abilities needed for the design and deployment of the AMI project.

In addition, we will hold discussions about maintenance of the network, hardware, and software systems; responding to the events, alarms, and meter communications generated by the AMI system; and using data transmitted to the AMI Headend System and/or MDMS as applicable). These discussions will help CCU gain a deeper understanding of which tasks may be required and lead to recommendations about who will perform them.

ASSUMPTIONS

- We recommend that the draft AMI staffing plan be revisited and finalized once the specific technology has been selected and detailed business future-state business process work has been completed.
- The Draft AMI staffing plan is for the AMI project/program exclusively and is not intended to be a full CCU staffing plan.

DELIVERABLES

- Draft AMI Staffing Plan (*.xls)

Subtask 2.3: 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/upgrading technology, an often-overlooked requirement. E Source will lead CCU through a series of workshops to baseline current-state business processes and develop conceptual future-state business processes impacted by core AMI functionality. As part of this effort, the E Source team will work with the CCU team to identify redundancies in business processes and uncover potential for streamlining processes.

Subtask 2.3.1: Current State

E Source begins with a workshop to understand how CCU 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 CCU staff 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 include 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.

- CCU will identify team members who are most appropriate to participate in discussion of process change, along with other key personnel for participation in each workshop.

DELIVERABLES

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

Subtask 2.3.2: Policy Review

In addition to the workshops to develop the Conceptual Future State business processes, E Source will review CCU's policies that may be impacted by AMI technology. We'll provide recommendations on fees, policies, and procedures based on experience with other utility clients and best practices in the utility industry. E Source will also identify non-AMI related policies that may require updates. This task will be an iterative process with input from the CCU PM, legal team, and project sponsor.

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 CCU; any decisions to update, modify, or otherwise change policies need to be approved by CCU's legal department.

DELIVERABLES

- Policy Impact Assessment (*.xls)

Subtask 2.4: Draft Data Management Plan

The high volume of data produced by an AMI system can greatly enhance overall utility operations, but only if that data is properly monitored, managed, and utilized. E Source will work with CCU to develop the data management plan so that CCU will be set on a path toward full system accountability and to maximize utilization of AMI data. E Source will compile the list of all operational / exception reports ("out of the box" reports) that staff uses to maintain data and system integrity. E Source will develop a preliminary assessment of the purpose of each report, frequency of use, and confirm/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 draft data management plan and confirm that each operational report aligns with the role that was established in the draft staffing plan. This activity will set the foundation for the data management plan, which our team will review and reiterate with CCU staff to ensure a thorough understanding of the data, system configurations, and how best to use the reports.

ASSUMPTIONS

- E Source assumes that this plan will be developed based on CCU's current AMI system and will be finalized depending on CCU's decision to stay with the existing AMI system or acquire a new AMI system.

DELIVERABLES

- Draft Data Management Plan (*.xls)

Subtask 2.5: Customer Engagement Plan

The goal of customer engagement is to effectively inform and engage customers 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.

E Source will develop a customer engagement plan that is in lockstep with the AMI planning and schedule. The program will foster proactive communications with CCU customers and other external stakeholders and enhance internal project communications for all utility departments. E Source will host a discovery workshop with the CCU team to develop the overall strategy and address the following:

- Outline goals, objectives, and strategy of the program
- Support the development of the overall project branding efforts
- Identify topics that will be covered and the communication channels that will be leveraged for both internal and external customers
- Establish the means to measure the success of the program
- Finalize (baseline) the project plan that will serve as the guideline for future project deliverables

ASSUMPTIONS

- The discovery workshop is conducted on-site, but it can be hosted via webinar

DELIVERABLES

- Customer Engagement Plan (*.doc)
- Project Plan (*.mpp)

Task 3: Vendor Procurement Support

Subtask 3.1: 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 in the past. Our team will work with CCU to tailor those technical and business requirements necessary to fulfill your 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 CCU 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 CCU to document this strategy for the release and solicitation of proposals. It will specify a number of factors, including:

- IT practices, physical infrastructure, staffing, software development, software support, software integration, data management, security, and project management
- RFP policies, administration, cost considerations, terms & conditions, vendor communications, and timeline
- Appendices, attachments, vendor response format, and evaluation methodology

DELIVERABLES

- Technical Requirements workbook(s) (*.xls)

Subtask 3.2: RFP Draft Support

E Source will work with CCU 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 CCU. E Source will draft the SOW and review with your team (including representatives of purchasing and legal departments) to ensure that all

requirements are accurately reflected. It is anticipated that there will 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 CCU.

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

DELIVERABLES

- Publish-ready RFP scope (*.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)

Subtask 3.3: RFP Administration Support

E Source will assist CCU with those tasks to be managed once the RFP is released including, review of the agenda, participating in the pre-proposal meeting, participating in the service area field tour, and providing CCU with technical support for responses to vendor questions. E Source will leverage the time before responses are submitted to prepare the CCU evaluation team for vendor response review, evaluation, and scoring and refine the evaluation materials. We will also review shortlist interview strategy and approach and assist CCU in the necessary preparation activities.

DELIVERABLES

- Pre-proposal Field Assessment Meeting Agenda (*.doc)
- Technical support for responses to proposer questions (*.doc)
- Evaluation team preparation including refining evaluation materials (*.xls)

Subtask 3.4: Response Evaluation Support

Prior to the receipt of responses, the E Source PM will work with the CCU PM, and the procurement lead, to organize and schedule the proposal review process. As the responses are received, E Source's team of SMEs immediately start the process alongside the CCU-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 you with a comprehensive, systematic note-taking methodology that allows evaluators to document and compare any notes, questions, and concerns. The 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 review and 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 support CCU throughout the evaluation process so that the evaluation team can 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 CCU with reference checks and potentially arrange site visits, so that CCU may obtain useful feedback from the experiences of other water utilities.

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

ASSUMPTIONS

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

DELIVERABLES

- High-Level Proposal Summary Comparison Matrix (*.xls)
- Requirements Proposer Response Comparison 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)

Task 4: 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:

- Developing and maintaining the overall project schedule
- Working with all project participants to monitor progress and adjust the work plan as needed
- Scheduling and facilitating regular project progress and other meetings
- Creating project status reports as required with input from CCU
- Tracking and reporting on project budget

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

DELIVERABLES

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

Task 5: Supplemental Services

E Source will provide CCU with supplemental services upon request not included within the scope of the tasks outlined above. The scope, level of effort and fee structure will be negotiated with CCU and mutually agreed upon prior to the use of budget associated with this task and documented via change order.

Examples of items that could be included within the supplemental services include:

- E Source participation and attendance at site visits
- Activities to support the design of the initial deployment area
- Other items as needed to complete the project

Project Team Organization

The E Source team includes highly skilled senior consultants—many of whom are considered experts in their fields and bring directly relevant advanced metering experience needed for project success. Our team organization is shown in Figure 2 and identifies the key team members assigned to this project. Resumes are provided as Appendix A of this SOW document.

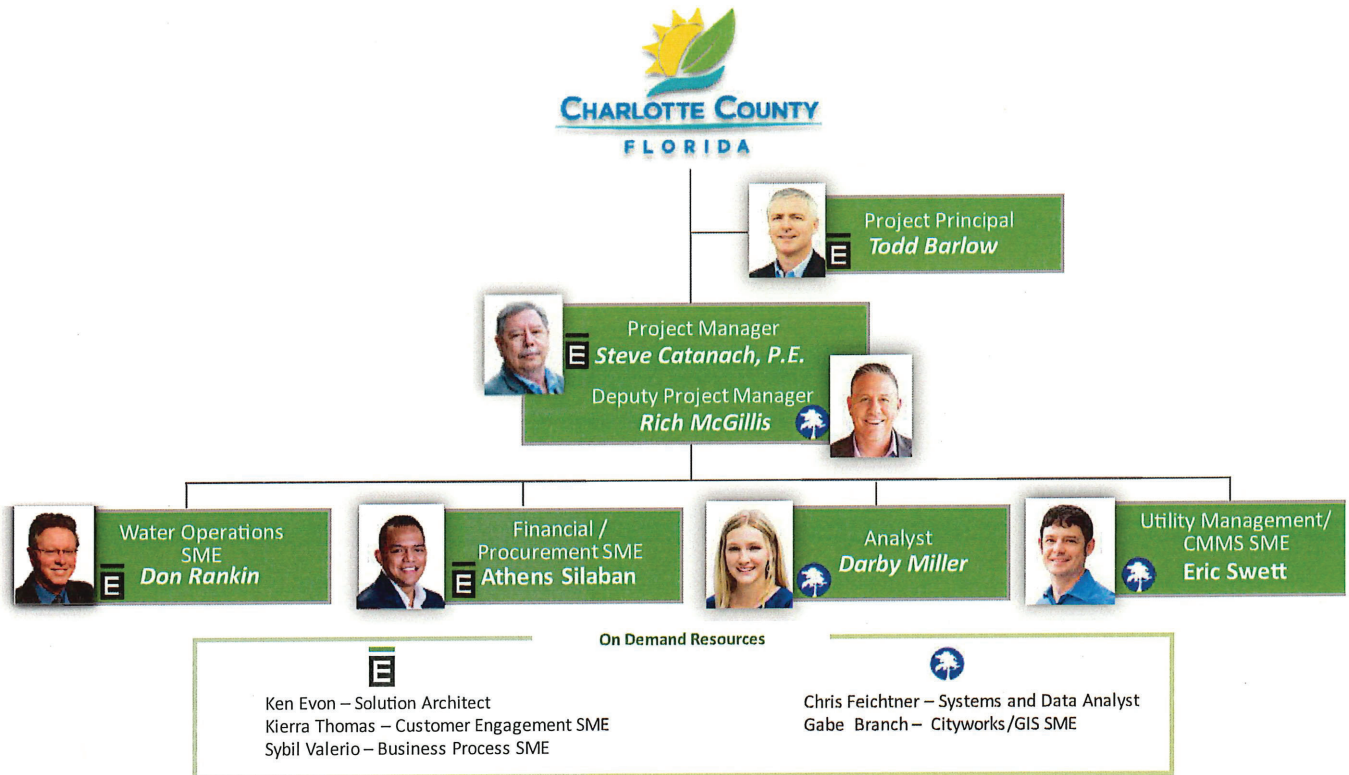


Figure 2. Proposed Project Team Organization Chart

Also inherent in our business philosophy of expert resources is built in redundancy of staff with well-established and wide-ranging AMI skill sets—50+ engineers, financial experts, system integrators, project managers, and more.

Schedule

Following the notice to proceed, E Source has estimated approximately 12 months to complete the services outlined in this scope of work. The estimated project schedule is detailed below.

ID	Task Name	Start	Finish	Duration	2024												2025				
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Task 1: AMI Assessment	2/1/2024	7/17/2024	120d																	
2	Task 1.1: Mobilization and Stakeholder Engagement	2/1/2024	3/13/2024	30d																	
3	Task 1.2: Technology & State of the Industry	2/22/2024	3/6/2024	10d																	
4	Task 1.3: Program Goals	2/22/2024	3/6/2024	10d																	
5	Task 1.4: Discovery and Gap Analysis	2/29/2024	4/24/2024	40d																	
6	Task 1.5: IT Systems Analysis	3/7/2024	4/17/2024	30d																	
7	Task 1.6: Use Case Review and Prioritization	3/7/2024	4/17/2024	30d																	
8	Task 1.7: Review Existing Meter Maintenance Program Effectiveness	4/11/2024	6/5/2024	40d																	
9	Task 1.8: Financial Analysis	3/28/2024	5/22/2024	40d																	
10	Task 1.9: AMI Roadmap	4/25/2024	6/5/2024	30d																	
11	Task 1.10: Assessment Report and Presentation	5/9/2024	7/17/2024	50d																	
12	Task 2: Planning	6/27/2024	11/6/2024	95d																	
13	Task 2.1: Draft Project Implementation Plan	6/27/2024	7/24/2024	20d																	
14	Task 2.2: Draft AMI Staffing Plan	7/18/2024	8/28/2024	30d																	
15	Task 2.3: Business Process Design	8/8/2024	10/2/2024	40d																	
16	Task 2.4: Draft Data Management Plan	8/22/2024	10/23/2024	45d																	
17	Task 2.5: Customer Engagement Plan	9/5/2024	11/6/2024	45d																	
18	Task 3: Vendor Procurement	7/4/2024	1/15/2025	140d																	
19	Task 3.1: Requirements and Procurement Strategy	7/4/2024	7/17/2024	10d																	
20	Task 3.2: RFP Draft	7/18/2024	9/11/2024	40d																	
21	Task 3.3: RFP Administration Support	9/12/2024	10/23/2024	30d																	
22	Task 3.4: Response Evaluation Support	10/24/2024	1/15/2025	60d																	
23	Task 4: Project Management	2/1/2024	1/15/2025	250d																	

Fee

E Source proposes to perform the requested scope of services as detailed in this proposal for a lump sum fixed fee of **\$411,591**, including all labor and expenses. This base fee does not include Task 5 – Supplemental Services which will be a not to exceed fee of **\$15,000**. Supplemental Services will require a negotiated scope and fee and obtain prior approval from the County prior to being utilized. E Source will invoice CCU monthly based on percent complete by task. The breakdown of this fee is provided in the table below.

Task Name	Fee
Task 1 - AMI Assessment	\$ 189,779
Task 2 - Planning	\$ 105,966
Task 3 - Vendor Procurement Support	\$ 89,085
Task 4 - Project Management	\$ 26,762
Total	\$ 411,591
Task 5 - Supplemental Services	\$ 15,000

Task 1 - AMI Assessment		
Task ID	Task Name	Fee
Task 1.1 -	Mobilization & Stakeholder Analysis	\$ 31,230
Task 1.2 -	Technology & State of the Industry	\$ 7,387
Task 1.3 -	Program Goals	\$ 5,050
Task 1.4 -	Discovery and Gap Analysis	\$ 18,562
Task 1.5 -	IT Systems Analysis	\$ 15,506
Task 1.6 -	Use Case Review and Prioritization	\$ 14,500
Task 1.7 -	Review Existing Meter Maintenance Program Effectiveness	\$ 35,922
Task 1.8 -	Financial Analysis	\$ 26,403
Task 1.9 -	AMI Roadmap	\$ 12,307
Task 1.10 -	Assessment Report and Presentation	\$ 22,911
Total		\$ 189,779
Task 2 - Planning		
Task 2.1 -	Draft Project Implementation Plan	\$ 9,987
Task 2.2 -	Draft AMI Staffing Plan	\$ 17,883
Task 2.3 -	Business Process Design	\$ 41,313
Task 2.4 -	Draft Data Management Plan	\$ 18,900
Task 2.5 -	Customer Engagement Plan	\$ 17,883
Total		\$ 105,966
Task 3 - Vendor Procurement Support		
Task 3.1 -	Requirements and Procurement Strategy	\$ 7,732
Task 3.2 -	RFP Draft Support	\$ 13,913
Task 3.3 -	RFP Administration Support	\$ 8,650
Task 3.4 -	Response Evaluation Support	\$ 58,791
Total		\$ 89,085
Task 4 - Project Management		
Task 4.1 -	Project Management	\$ 26,762
Total		\$ 26,762
Task 5 - Supplemental Services		
Task 5.1 -	Supplemental Services	\$ 15,000
Total		\$ 15,000

E Source has calculated the proposed fee based on experience with several similar projects and understanding of the level of effort desired by CCU. Our fee includes all services and deliverables described herein. E Source can adjust the scope of work to provide more or less support to match the needs of CCU.

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.
- CCU will provide E Source staff with adequate working space, including a desk, internet access, use of peripherals such as a large monitor or TV screen, private space to hold small meetings such as a conference room or private office, building access, parking, and other services and materials reasonably required to perform Project work while onsite at CCU offices.
- CCU 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.

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 CCU.

Appendix A: Resumes

This appendix includes resumes for the following core team members and on-demand resources:

Core Team

- Todd Barlow, Project Principal
- Steve Catanach, P.E., Project Manager
- Rich McGillis, Deputy Project Manager
- Don Rankin, Water Operations SME
- Athens Silaban, Financial / Procurement SME
- Darby Miller, Analyst
- Eric Swett, Utility Management / CMMS SME

On-Demand Resources

- Ken Evon, Solution Architect
- Kierra Thomas, Customer Engagement SME
- Sybil Valerio, Business Process SME
- Chris Feichtner, Systems and Data Analyst
- Gabe Branch, Cityworks / GIS SME