AMENDMENT NO. 2

TO AGREEMENT

FOR

CONSULTING SERVICES

This Amendment No. 2 dated this_____day of_____2022 is made a part of the Agreement dated June 8, 2021, and Amendment No. 1 dated October 26, 2021, between the Norman Utilities Authority (OWNER) and E Source Companies, LLC (CONSULTANT) for professional consulting services.

1. The times for the performance of CONSULTANT's services of said Agreement are amended as set forth in Attachment A, attached hereto and incorporated by reference herein.
2. The Scope of Services of CONSULTANT of said Agreement is amended and supplemented as described in Attachment B attached hereto and incorporated by reference herein.
3. The method of payment for services rendered by CONSULTANT shall be set forth in Attachment C, attached hereto and incorporated by reference herein.

Acceptance of the terms of this Amendment is acknowledged by the following authorized signatures of the parties to the Agreement. All other particulars in the original Agreement or Amendment No. 1, and not specifically referenced in this Amendment No. 2 remain in effect and unchanged.

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IN WITNESS WHEREOF, OWNER and CONSULTANT have executed this AGREEMENT.

DATED this _____ day of _____, 2022.

E Source Companies, LLC – CONSULTANT

ATTEST

By: Ted Schultz

Printed Name: Ted Schultz

Title: CEO

Kathleen Perrone

Kathleen Perrone

Sr. Operations Specialist

Norman Utilities Authority- OWNER

APPROVED as to form and legality this_____day of_____, 2022.

_____
City Attorney

APPROVED by the Trustees of the Norman Utilities Authority this_____day of_____, 2022.

ATTEST

By: _____ _____

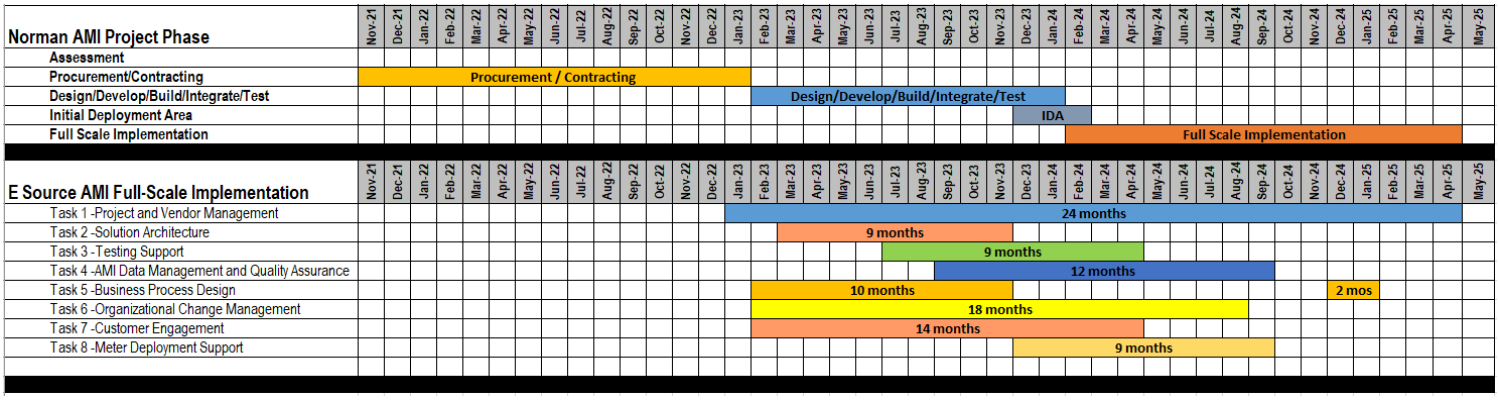
Printed Name: _____ _____

Title: _____ _____

ATTACHMENT A

SCHEDULE

The following estimated project schedule is preliminary in nature and subject to change but represents a high-level overview of the general timeline of events in the proposed scope of work. The actual project schedule will be refined with Norman's input during project implementation and based on material availabilities. The project duration is to be approximately 24 months but the Consultant's work includes service through completion of the project irrespective of material availability or delays.



ATTACHMENT B

SCOPE OF WORK

AMI Full-Scale Implementation

E Source developed its system implementation process based on industry standards including the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK), Carnegie Mellon's Capability Maturity Model Integrated (CMMI), and Rational Unified Process (RUP). The process was designed for establishing a documented, repeatable, and continuously improving delivery methodology, and emphasizes a strong project management and system engineering approach to implementing AMI projects. Internal and external processes are well defined, actively managed, and controlled to ensure that the overall development process, from initial requirements definition to acceptance testing, is performed smoothly and without surprises. Communication among all stakeholders is frequent and clear to facilitate common understandings and clear expectations. The process not only focuses on technology deployment but addresses the important aspects of people and process as well. Without all three aspects working together, the City's project will not be nearly as successful.

In summary, our delivery model is an "integrated approach" that accommodates the tracks essential to proven technology implementations: project management, systems engineering (solution architecture, testing), deployment management, stakeholder engagement, organizational change management, test engineering, and business process design. Our blueprint for delivery provides activities that may be managed by City staff, by E Source, or by other parties. These activities can be expanded or reduced depending on project requirements, but in all cases, the activities need to be performed.

Task 1: Project and Vendor Management

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

In the deployment phase, the E Source PM will be responsible for supporting the activities listed in Table 1. Our PM will manage the periodic project status cycle for the City, which includes measurement of progress towards the plan, performance status, risk management, items of concern, and open action items. These items will be managed regularly and will be consistently tracked.

Table 1. E Source Project Management Activities

PM ACTIVITY	DESCRIPTION
Scope Management	Ensure that the project plans outline all of the work required to complete the project successfully. Scope management consists of initiation, scope planning, scope definition, scope verification, and scope change control.
Change Management	Ensure that a baseline project plan is established at project initiation, and that a formal change control process is in place to control changes to the baseline project plan throughout the project lifecycle.
Integration Management	Ensure that the various elements of the project are properly coordinated. Integration management consists of project plan development, project plan execution, and overall change control.

PM ACTIVITY	DESCRIPTION
Cost Management	Ensure that the project is completed within the approved budget. Cost management consists of resource planning, cost estimating, cost budgeting, and cost control.
Procurement Support	Acquire goods and services from outside the performing organization. Procurement support consists of procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout.
Quality Management	Ensure that the project will satisfy the needs for which it was undertaken. Quality management consists of quality planning, quality assurance, quality control, and configuration management.
Reporting Management	Ensure timely and appropriate generation, collection, distribution, and storage of project information. The project manager also handles reporting and status information management consists of communications planning, information distribution, performance reporting, and administrative closure.
Time Management	Ensure the timely completion of the project. Time management consists of activity definition, activity sequencing, activity duration estimating, and schedule development and control.
Vendor Management	Ensure that vendors are completing their contractual scope of work on schedule and within budget. Coordinate with technical resources as necessary to ensure verification of technical deliverables.
Resource Management	Ensure that qualified resources are available to perform each task defined in this SOW in accordance with the baseline project schedule. As necessary, the project manager ensures that resources have been provided with training to establish particular expertise required to perform tasks within the SOW. The project manager reinforces the importance of establishing and maintaining professional working relationships among City and vendor team members, as well as monitors these relationships.
Risk Management	Identify and analyze project risks and respond to those risks. The E Source approach to risk management has three components—identification, prioritization, and management. Risks are identified at project inception and categorized based on probability and impact. A risk management plan is defined to impacts should the risk occur. The risk management plan is continuously re-evaluated during the project lifetime. Once a risk actually occurs, it is moved to the issue tracking process.

DELIVERABLES

- Project Charter
- Project Execution Plan
- Project Budget
- Periodic Status Meetings (usually via phone or video conference) and Reports
- Periodic Steering Committee meetings and reports as well as updates for executive management and applicable governing board stakeholders
- Meeting Agendas and Minutes
- Updated AMI Implementation Schedule
- End of Project Close Out/Summary Report

Task 2: Solution Architecture

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

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

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

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

The technologies and integrations necessary to achieve the AMI plan will be included in this reference architecture. One of the areas that is often not given enough emphasis—but is critical to the successful implementation of AMI initiatives—is the integration with all of the other information systems such as outage management, work management, and customer systems. E Source's approach ensures that all of these critical integration points are identified and that impacts on other systems are factored into the strategy. The reference architecture will form the basis for the software, hardware, integration, implementation, services, and deployment costs components of the business case. An example of a System Context Diagram in the Solution Architecture Document is provided as Figure 2, on the following page.

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

E Source will also work with the client to develop the Requirements Management Plan (RMP) and Requirements Traceability Matrix (RTM) that will collectively serve as the foundation throughout the design/develop/test phases of the software implementation and integration. Ultimately, complete traceability is ensured so that a system-level requirement can be followed through its breakdown into smaller requirements, into design elements and modules, and ultimately to the particular test case in which it is verified that the vendor successfully met the requirement.

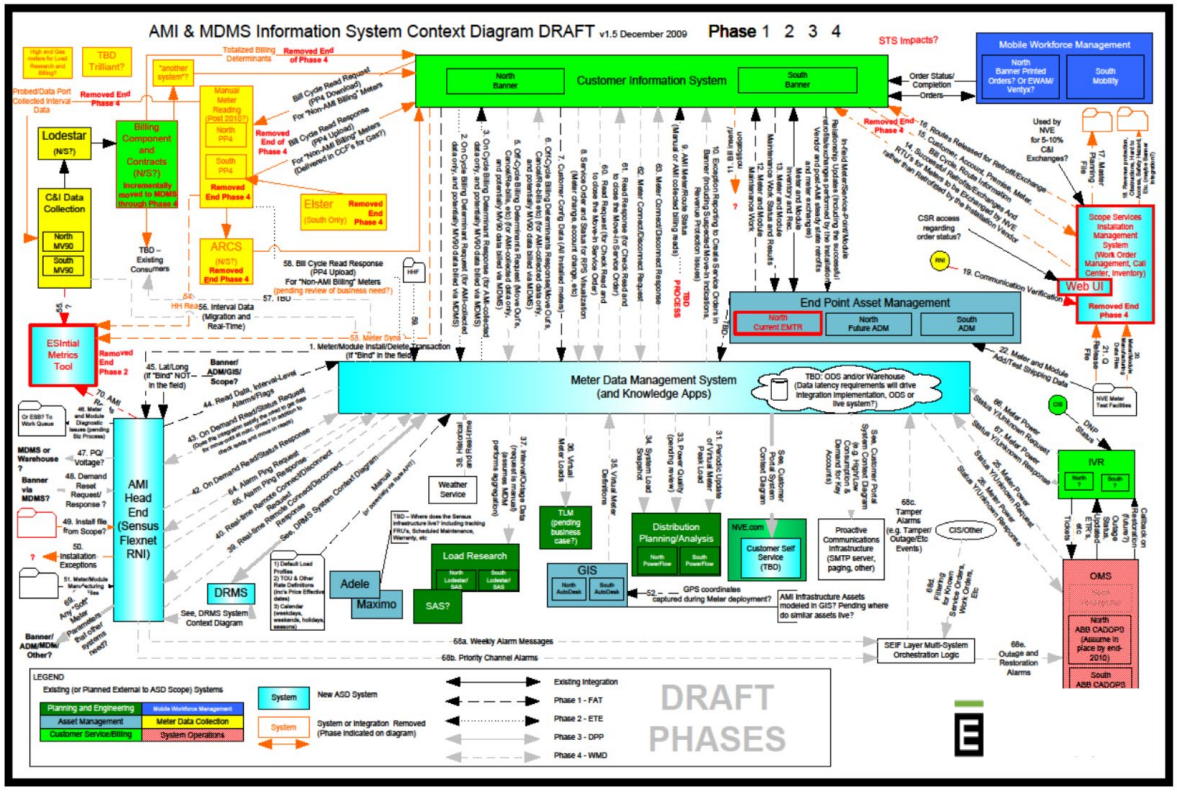


Figure 1. Example of a System Context Diagram in the Solution Architecture Document

DELIVERABLES

- As-is and to-be system architecture including the system context diagram and the system component diagram
- Requirements Management Plan (RMP)
- Draft Requirements Traceability Matrix (RTM)

Task 3: Testing Support

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

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

Our test approach minimizes the City's risk by providing early validation of the technologies in steps, so that any problems are identified early and corrected. All discovered defects are formally logged, managed, and resolved as appropriate until acceptance is achieved. We will produce test plans and procedures that exercise the functionality of systems that must interface to meet business, technical, functional, integration, performance, and any other specified requirements. A Test Report is generated after each test phase is completed.

Should issues be identified during the testing process, we are ready and able to work with applicable vendors and development

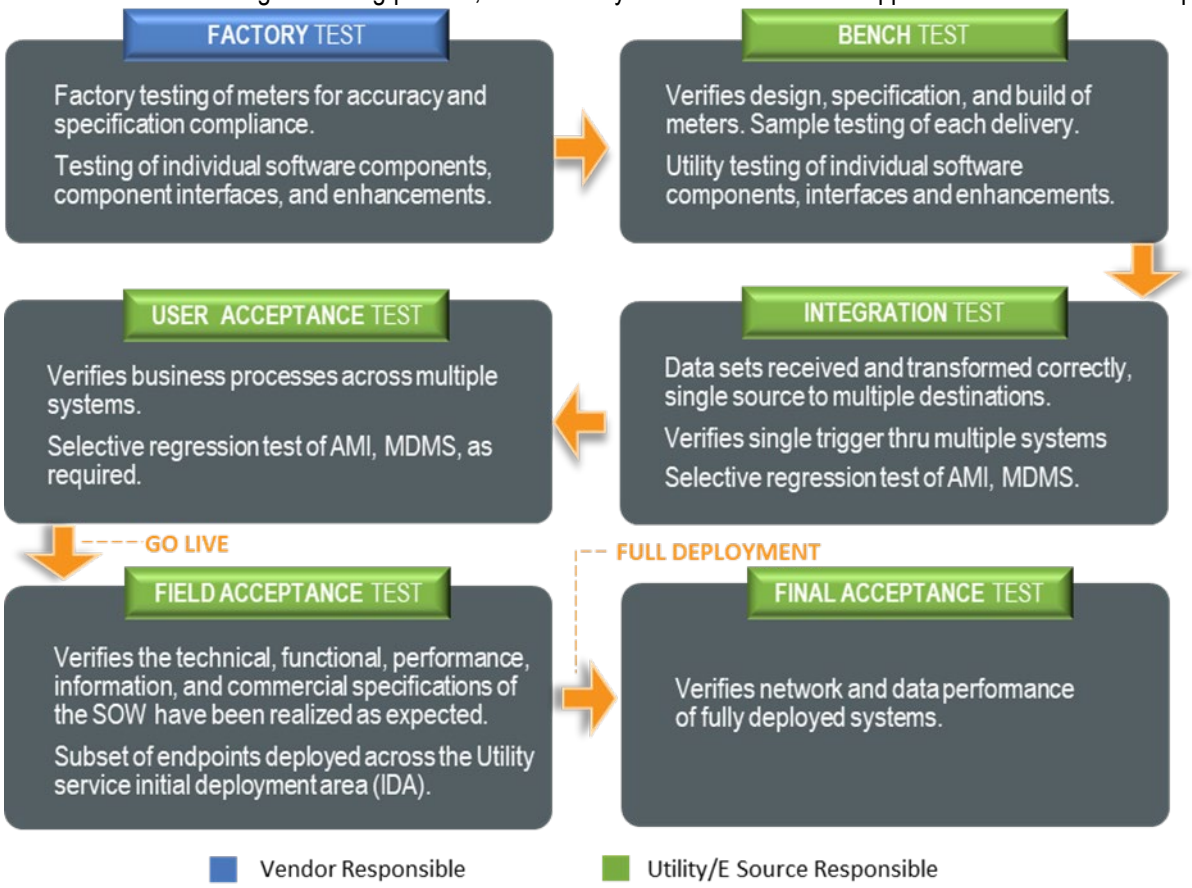


Figure 2. Overall Testing Approach

teams for quick resolution. The clear documentation of the relationship between the requirement and test case included within the RTM makes it easier to pinpoint the problem that needs to be addressed. Once identified, we follow a rigorous corrective action process that ensures the problem is documented, root-cause determined, and corrective and preventive actions are taken. Retesting is performed to verify that the problem has been corrected.

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

- **Factory or Off-Site Testing –** These are vendor-performed tests that verify functionality of the system and components per specifications and may involve standard integration checks with other systems.
- **Initial Bench Testing –** Utility-led testing on a cross section of meter types/forms/sizes on a test bench (if available) or with a small quantity of field meters to confirm initial provisioning of the meters, register read accuracy, interval read accuracy, read resolution, meter configuration, alert functionality, AMI system two-way

communications, base head-end system reporting, exporting to upstream systems, and other acceptance criteria as outlined in the Test Plan. This testing phase is critical to assure that the data produced by the meters and communicated by the collectors is accurate.

- **System Integration Testing –** This brings all applicable systems together in testing to verify data sets are received and transformed properly, that data from a single source is properly routed to multiple destinations and that individual systems still perform as expected while integrated. This testing may also involve performance and security testing and is normally conducted within a QA/test environment.
- **User Acceptance/Business Process Testing –** This testing verifies that the correct information flows through for a particular business process, including both mechanized and manual business processes. It is the final gate and ensures that the system functions and is aligned with requirements and processes that are used operationally. In this testing, a single trigger can initiate data transfers between multiple source and destination systems. It is the most comprehensive test of the complete set of business processes and maximizes to the extent possible the real-world use of the utility's integrated systems. Test cases are executed by utility staff users of the systems on a day-by-day basis. This testing may also involve performance and security testing and is normally conducted within a QA/Test environment.
- **Field Acceptance Testing –** This testing verifies that the technical, functional and performance, and commercial specifications of the vendor Statement of Work (SOW) have been realized as expected for a subset of endpoints strategically deployed within the utility's service territory, referred to as the Initial Deployment Area (IDA). This strategic deployment should consider different topography and inclusion of all of the different types of meters and endpoints.

DELIVERABLES

- AMI Overall Test Strategy
- Test Plans for all City-owned Tests
- Reviewed procedures, results with interpretation, and recommendations documentation
- Final Requirements Traceability Matrix

Task 4: Data Management and Quality Assurance

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

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

Subtask 4.1: Data Management Plan

The data management plan will be developed to guide the City on a path toward full system accountability and to maximize utilization of AMI data. E Source will work with the AMI and MDMS vendor(s) to compile the list of all operational / exception reports ("out of

the box" reports) that staff will use to maintain data and system integrity. E Source will develop a preliminary assessment of the purpose of each report, frequency of use, and identify/recommend the staff role that should monitor and manage each data set.

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

DELIVERABLES

- Data Management Plan (*.xls)

Subtask 4.2: Data Management Training

E Source has determined the best approach to establishing ownership of these new duties, is to provide on-the-job training support to City staff. E Source will provide hands-on focused training for staff responsible for data quality management and exception handling. With this hands-on approach, City staff will more quickly grow familiar with their respective duties and how to troubleshoot and remediate exceptions. Following this training period, E Source will work with the City team to refine and tailor the data management plan and assist in the development of written training materials that will become organizational process assets to be used for training current and new staff.

ASSUMPTIONS

- E Source will provide up to 48 hours of on-the-job-training timed to best serve the City team members who will oversee data management.

DELIVERABLES

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

Subtask 4.3: Full Deployment Data Quality Assurance Support

To provide an additional layer of data quality control during the full deployment phase, E Source will perform data quality audits of meter exchanges/retrofits performed by the Meter Installation Vendor (MIV) and the City. This task is limited to review of data and information produced by the MIV and the City.

Activities will include:

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

Based on our experience with multiple AMI technology deployments, data QA support is front loaded and levels off once the installation technicians develop familiarity with the system and the issues that they encounter in the field. As a result, E Source recommends a higher volume of data quality checks at the start of full deployment for the first three (3) months and tapering off over the remaining deployment period.

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

ASSUMPTIONS

- E Source will have access to the MIV Work Order Management System (WOMS), AMI Headend, and MDMS software to perform all data QA activities.
- E Source will provide data QA support for 100% of MIV work orders during the testing phase, 100% of MIV work orders for the first three (3) months of full deployment, and 50% of MIV work orders for the remaining full deployment.

DELIVERABLES

- Bi-Weekly Data Quality Assurance Report (*.xlsx)

Task 5: Business Process Design

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

E Source will lead the City through a series of workshops to baseline current state and develop future state business processes impacted by core AMI functionality. As part of this effort, the E Source team will work to identify redundancies in business processes as well as uncover potential for streamlining processes. While some technology partners skim over specific recommendations, E Source draws from past technology deployments and industry best practices to guide the City toward making sound decisions for how to redesign processes, policies, and procedures related to an AMI program.

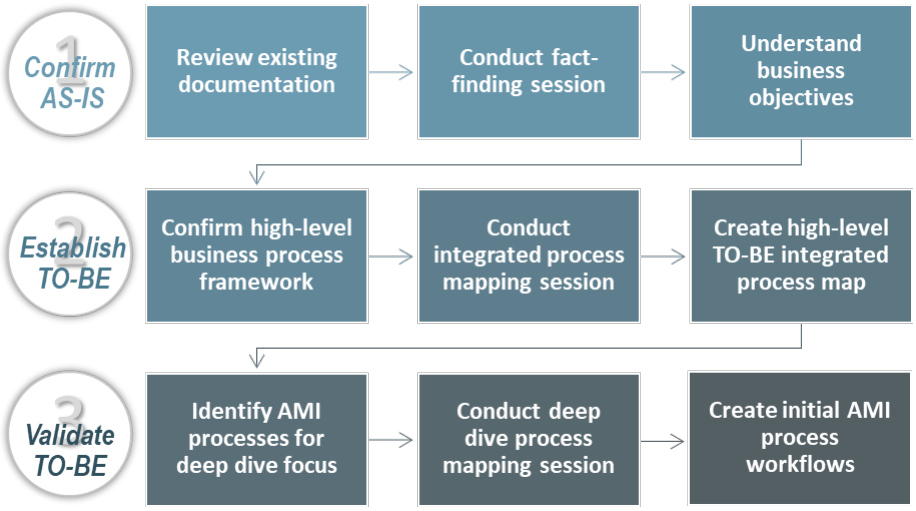


Figure 3. E Source End-to-End Business Process Approach

E Source utilizes best practices to guide business process change that provides end-to-end process understanding, visibility, and control while ensuring effective communication and engagement across an organization. This approach, shown in Figure 4, results in an optimal business design for the desired future state.

Subtask 5.1: AMI Operational Staffing Plan

E Source will work with the City to develop an AMI program specific staffing plan that identifies the overall strategy necessary to facilitate ownership, governance, and maintenance of AMI Operations on an ongoing basis post deployment. Specific skill sets, tasks, and time commitments by role type will be detailed in the plan.

E Source will seek to understand the City's human resource strategy and current staffing plan, training plans, and infrastructure as well as any labor union and labor relations considerations and constraints. We will also help the team analyze new skill sets needed (e.g., computer application skills) for AMI project impacted positions (e.g., meter readers and technicians) and identify major gaps with existing job qualifications.

During this task, discussions will be held about maintaining the network, hardware, and software systems, as well as responding to the events, alarms, and meter communications generated by the AMI system and utilizing data transmitted to the AMI headend system and/or Meter Data Management System (MDMS – as applicable), enabling the City to gain a deeper understanding of what tasks will be required and will lead to recommendations about who will perform them.

ASSUMPTIONS

- The AMI operational staffing plan is focused on the future maintenance of the AMI program exclusively and is not intended to be a full City staffing plan.

DELIVERABLES

- AMI Operational Staffing Plan (*.xls)

Subtask 5.2: Policy Development

In addition to the workshops held to develop the Future State business processes that illustrate impacts from the AMI deployment to the City's existing utility service regulations (or other appropriate documentation), E Source will assist the City with policy development based on the best practices in the utility industry. E Source will work with the City to draft and develop policy language based on the outcome of the discussions. This task will be an iterative development process with input from the City 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 development and/or suggestion of policies cannot be perceived as legal advice to the City; any decisions to update, modify, or otherwise change policies need to be approved by the City's legal department.

DELIVERABLES

- Draft Policies (*.doc)

Subtask 5.3: Conceptual Future State

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

In preparation for the workshop, E Source will perform a thorough review of City service regulations (or other appropriate documentation) to determine which current policies may need to be updated/altered to better align with AMI technology. In addition, E Source will discuss new policies that the City may need to create to successfully operate an AMI system, soft-off, leak adjustment, and remote disconnect policies, for example.

ASSUMPTIONS

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

DELIVERABLES

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

Subtask 5.4: Final Future State

The Final Future State is the third of the three (3) business process workshops that are planned for the finalization of the business process flow diagrams and training materials. This final workshop will focus on addressing open items from earlier workshops; refining City decisions regarding new policies and procedures; and incorporating any new information following vendor training and configuration of systems. This iteration serves to bring the process diagrams and supporting materials to a final state that can be utilized for future internal training activity. This workshop will include time for demonstration of active (test or production) systems related to core business processes.

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

ASSUMPTIONS

- Final Future State builds upon the processes covered in Conceptual Future State, thus the same processes and workshop sessions will be covered in this task

DELIVERABLES

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

Subtask 5.5: Business Process Audit

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

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

DELIVERABLES

- Raw audit results
- Summary of key findings (*.ppt)
- Updates to future state process diagrams (*.vsd)

Task 6: Organizational Change Management (OCM)

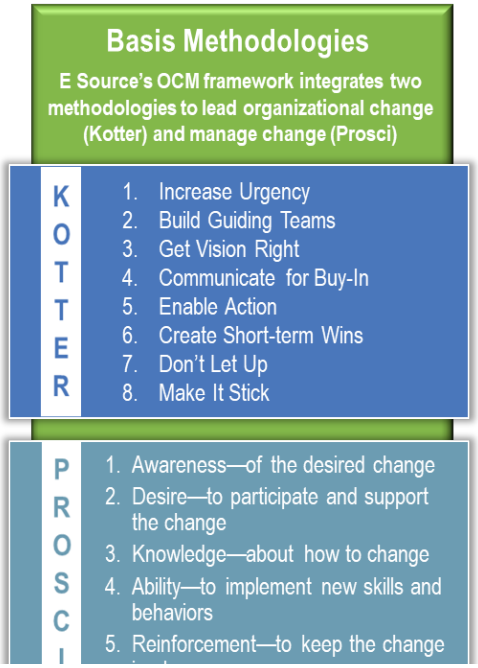
A truly transformative change like AMI requires that staff adjust work processes and routines to effectively use the systems and realize the significant benefits both internal and external to the utility and its stakeholders. Typically, technology projects introduce massive organizational change, and the ability to achieve maximum benefits depends in large measure on how effectively a climate is created and maintained that minimizes resistant behavior and encourages acceptance and support. This change needs to be actively managed to reduce staff apprehension and provide the tools they need to succeed.

E Source does not believe in a "one-size fits all" or a prescriptive approach, we see OCM as a highly collaborative effort. The E Source OCM methodology integrates Kotter, Prosci, design thinking, and best practices, and is used to guide the project team through a common approach. Our approach supports the following core change strategy principles: this change must feel different; simplicity over complexity; easy to use templates & tools; we are creating this change together; and we are fast, iterative, and integrated.

The E Source OCM methodology, as shown in Figure 5, is laid out in six (6) phases flowing through the three (3) states of change and circling around "the change advantage," or the opportunity at hand, which in most cases is the AMI implementation project.

Assess & Prepare for the Change

The assess & prepare stage launches detailed activities to assess the organization and detail change impacts, get the people right, and inform the OCM strategy and overall approach. Our team will hold a kickoff meeting with key stakeholders to review the approach and activities in more details.



Subtask 6.1: OCM Assessment

This stage starts with E Source assessing the City's relationship with change management and potential risks. E source will interview key stakeholders to determine the level of change effort needed and to begin developing the change management plan. The minimum number of interviews is six (6) individuals, two (2) sponsors / leaders, two (2) people from IT and/or engineering, and two (2) people from Finance.

Subtask 6.2: OCM Knowledge

After many years of incorporating change management into projects E Source understands how important it is for the people working on the project to have a base level knowledge of change

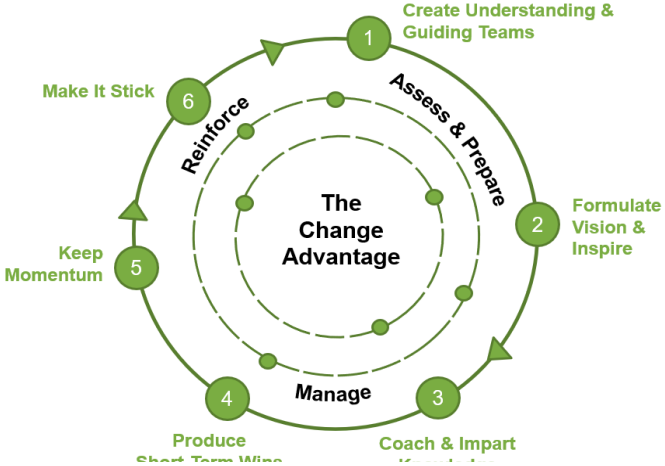


Figure 4. E Source Methodology for Managing Organizational Change

management. Therefore, E Source provides OCM courses that are modified based on audience and OCM knowledge to ensure everyone is speaking the same language. This training is specifically developed to be inclusive of all types of learners keeping in mind the various types of learning styles, learning preferences, learning time, information processing, and generational characteristics so that everyone is as engaged at their own unique level. Three (3) training sessions are typically done, one for the project team, leadership, and one for the front-line managers & supervisors.

Subtask 6.3: Sponsorship

E Source's years of successful projects has taught us the importance of project sponsorship. Active and visible involvement has been identified as the greatest overall contributor of success. Employees look up and listen to senior leaders in times of change, seeking direction so senior leader involvement provides authority and legitimacy to the change. E Source knows that change starts with great sponsorship which is why for every project E Source lays out sponsor expectations in a virtual workshop. This workshop arms the sponsors with the right tools and knowledge to lead truly effective and lasting change.

Subtask 6.4: Vision

Inspiring desire helps to motivate others to get behind and support the change. A vision is what steers individuals involved or affected by the change in the right direction. To address this E Source will host two (2) Inspire & Envision Workshops. In the first session, E Source will work with the project team to think about the people who will be affected by the change, how their everyday jobs will change and discuss what some critical success factors and measures of success are. The second session will be about refining the vision making it tangible, desirable, feasible, flexible focused and simple as well as co-creating an elevator pitch. These workshops are important because not only does it require the team to reach an agreement on measures that are most critical to the success of the City strategy, but it also provides the team with an identity that can be communicated easily throughout the utility.

DELIVERABLES

- OCM Kickoff Meeting materials
- Stakeholder Analysis (living document)
- Sponsors Activities Guide
- Vision & Elevator Speech
- Change Management Plan (living document)
- Content for internal stakeholder communications
- Host up to two (2) internal stakeholder education sessions

Manage the Change

This stage is all about managing the change by motivating action by the team and producing visible wins to assist in building support for the project. E Source focuses on leveraging behaviors that drive results to get everyone involved at the right levels. During this stage it is very important that employees, supervisors, managers, and leaders have the right tools to manage resistance. During this phase, E Source will host recurring monthly meetings with the City OCM team.

Subtask 6.5: Generating & Prioritizing Wins

This task is about generating short term wins to create an ongoing flow of strategically relevant wins both big and small. Short term wins provide the project team with credibility to the new way of doing things. Therefore, E Source will host a Generating Wins Workshop in which the project team will plan for visible improvements in performance, prioritize those wins, make a plan to achieve

them and embed them into the project plan. This will be highly collaborative process that will help the team gain more buy-in from the stakeholders involved, sponsorship and move forward full force.

Subtask 6.6: Resistance Management

E Source hosts a resistance management workshop(s) where the leadership, management and supervisors learn what the structural and psychological barriers are currently present and how to best address them. After attending this workshop, the attendees will be able to identify resistant behaviors and use the appropriate tactics to help best mitigate the resistance.

DELIVERABLES

- Short-Term Win Plan
- Resistance Management Plan
- Updated Stakeholder Analysis
- Updated Change Management Plan

ASSUMPTIONS

- The City will have a dedicated OCM support team and an OCM lead with whom E Source will coordinate and advise
- The City will assist in the development of internal communications content deemed necessary for awareness from an OCM perspective
- The City will help execute OCM activities deemed necessary for the project
- The City will help set up some type of feedback mechanism for employees and show that actions are being taken on feedback provided

Task 7: Customer Engagement

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

The goal of customer engagement is to effectively inform and engage the supporters while minimizing the impact of resistors, by offering factual responses to 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; (4) safety. Although public resistance to AMI projects has diminished over the last few years, recent experiences indicate that utilities must be prepared to address these issues proactively. Conversely, engaging those customers who are interested or even enthusiastic about the possibilities of new technology can build momentum for the entire effort.

E Source develops a clear plan for customer engagement activities that leverages existing City practices and addresses tactical implementation. E Source plans to build on the preliminary work performed during the Assessment phase. E Source activities will include the following:

- Review what was discussed during the customer engagement kick off and make updates based on project developments.
- Support the development of key messages and the overall project branding.

- Identify requirements (i.e., content, methodology, timing) for informing customers about the project before, during and after the transition to AMI.
- Identify topics that will be covered with customer engagement and the communication channels that will be leveraged.
- Discuss concerns/issues that have been raised by the public on other AMI projects and manage customer expectations. E Source will provide educational materials to address common topics of concern with AMI technology and its impacts.
- Define and measure communication metrics to track the success of the program (e.g., customer contacts, media attention, web analytics).
- Review and update the customer engagement plan and schedule considering timing of activities relative to project phasing and schedule.
- Work with the City to develop the content for a variety of customer-facing materials may include:
    - Customer letter, postcard, door hanger
    - Press release
    - Webpage
    - Frequently asked questions
    - Brochure
    - Social media posts

ASSUMPTIONS

- E Source will develop content for City review and input.
- E Source will provide graphic design and visual layouts unless otherwise stated by the City.
- E Source will make up to two rounds of utility-requested design modifications.
- The printing, shipment, and dissemination of materials will be handled by the City.

DELIVERABLES

- Customer Engagement Plan Updates and Key Messages
- Customer Engagement Schedule
- Content for customer communications
- Two (2) communication metrics reports from both major project phases

Task 8: Meter Deployment Support

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

Subtask 8.1: Meter Configuration Support

In order to receive the proper data, alerts, and alarms from AMI meters, it is essential that these meters are properly configured. E Source personnel have a thorough understanding of the different configuration parameters available from the different meter and

AMI vendors and works with both City Meter Shop personnel and vendors to assure that the meters and MIUs are configured properly. Documentation of the configurations are maintained in vendor provided software and are verified for accuracy.

Once properly configured, the meters and MIUs can be ordered from the vendors. Upon receipt of ordered meters, E Source supports the first article testing of those meters to verify that the configuration specified is what is received. This testing effort is part of the overall testing process outlined in Task 3.

DELIVERABLES

- Support documentation in meter vendor software

Subtask 8.2: Meter Deployment Support

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

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

Once the overall deployment planning and logistics are established for the complete AMI system installation, the installation process will begin. Installation commences with the AMI network communications infrastructure prior to the AMI meters and modules. Based on the final deployment plan approved by the City, E Source will monitor all subsequent work logistics and material planning and ordering to ensure a smooth roll out of the system.

E Source will also oversee MIV activities including daily route management; QA, controls, and validation of all newly installed meters/MIUs; tracking and assessment of all meter and module related exceptions encountered during installation; review and continuous reporting to the City on the progress of installations; and reporting on revisits required for appointment setting.

DELIVERABLES

- Inspection reports on verification of vendor work

ATTACHMENT C

COMPENSATION

The OWNER will compensate CONSULTANT on a lump sum basis for the SERVICES rendered including customary travel expenses. The lump sum fee is broken down below by task as defined in the Scope of Services (Attachment B):

Task	Description	Original Fee	Amendment No. 1 Fee	Amendment No. 2 Fee	Revised Total
1	**Assessment**				
1.1	Project Mobilization	$11,230	$0	$0	$11,230
1.2	Technology Review / Education	$6,732	$0	$0	$6,732
1.3	Project Goal and Objectives	$8,684	$0	$0	$8,684
1.4	Current State of Operations	$11,990	$0	$0	$11,990
1.5	E-Source Insight	$10,374	$0	$0	$10,374
1.6	CIS Compatibility Review	$4,800	$0	$0	$4,800
1.7	Business Case Development	$18,040	$0	$0	$18,040
1.8	Stakeholder Engagement Vision	$10,526	$0	$0	$10,526
1.9	Assessment Report	$12,738	$0	$0	$12,738
1.10	Project Management Services	$9,042	$0	$0	$9,042
1	**Assessment Subtotal**	**$104,156**	**$0**	**$0**	**$104,156**
2	**Procurement**				
2.1	Use Case Prioritization	$0	$6,412	$0	$6,412
2.2	Requirements and Procurement Strategy	$0	$15,572	$0	$15,572
2.3	RFP Draft	$0	$17,404	$0	$17,404
2.4	RFP Administration Support	$0	$10,832	$0	$10,832
2.5	Response Evaluation Support	$0	$28,716	$0	$28,716
2.6	Vendor Contract Negotiations	$0	$26,288	$0	$26,288
2.7	Project Management	$0	$9,880	$0	$9,880
2.8	Travel	$0	$9,000	$0	$9,000
2	**Procurement Subtotal**	**$0**	**$124,504**	**$0**	**$124,504**
3	***Implementation & Project Close-Out***				
3.1	Project and Vendor Management	$0	$0	$556,896	$556,896
3.2	Solution Architecture	$0	$0	$99,384	$99,384
3.3	Testing Support	$0	$0	$81,672	$81,672
3.4	Data Management and Quality Assurance	$0	$0	$88,224	$88,224
3.5	Business Process Design	$0	$0	$112,808	$112,808
3.6	Organizational Change Management	$0	$0	$64,664	$64,664
3.7	Customer Engagement	$0	$0	$45,784	$45,784
3.8	Meter Deployment Support	$0	$0	$78,544	$78,544
3.9	Travel	$0	$0	$75,500	$75,500
3.10	Contingency	$0	$0	$169,504	$169,504
3	**Implementation & Project Closeout Subtotal**	**$0**	**$0**	**$1,372,980**	**$1,372,980**
TOTAL		**$104,156**	**$124,504**	**$1,372,980**	**$1,601,640**

NOTE: The assumption associated with Task 2. 8 Travel Expense allowance is a not-to-exceed total of six (6) trips at $1500 each for $9000. While CONSULTANT and OWNER agree to manage this budget, it is estimated that two (2) trips would be used for requirements/use case, one (1) trip for pre-proposal conference and three (3) trips during vendor short-list / contracting sessions.

CONSULTANT may submit interim statements, not to exceed one per month, for partial payment for SERVICES rendered. The CONSULTANT may exchange travel allowance for labor, if travel is not used. Or, the CONSULTANT and the OWNER may agree to milestone-based billing schedule.

Otherwise, the statements to OWNER will be by task for the percentage of work actually completed. The OWNER shall make interim payments within 30 calendar days in response to CONSULTANT's interim statements.