



BLACK & VEATCH

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October 8, 2020

City of Hollywood
Department of Public Utilities
1621 N. 14th Ave.
Hollywood, FL 33022-9045

Attn: Vivek Galav

RE: AMI TECHNOLOGY REFRESH VENDOR SOLICITATION

Dear Mr. Galav:

Thank you for the opportunity to allow Black & Veatch Corporation (Black & Veatch) to develop a scope of work (SOW) to support the City of Hollywood's (City) Department of Public Utilities (Department) with a solicitation for a new AMI system.

Our attached proposed approach is based on experience delivering similar services for several other utilities across America, and delivering these services with the support of our local professional to support the facilitation of these services. These services will continue from our Phase 1 Analysis of the existing system, and continue working with you and your staff, while we lead the development if a solicitation, selection, and contract execution for a new AMI System.

We appreciate the opportunity to submit this proposal. Should you have any questions or concerns, please do not hesitate to contact me at 561.236.2858 or BarlowC@bv.com.

Very truly yours,

BLACK & VEATCH CORPORATION

A handwritten signature in blue ink that reads 'Barlow'.

Chris Barlow, PE
Project Manager

Jt (encl.)/CB

cc: Rafael E. Frias III, PE
Melissa Velez, PE
Rick Schmidt

Enclosure: AMI Technology Refresh Vendor Solicitation – Proposal

ADVANCED METERING INFRASTRUCTURE (AMI)

AMI TECHNOLOGY REFRESH VENDOR SOLICITATION – PROPOSAL

City of Hollywood, FL

5 OCTOBER, 2020



BLACK & VEATCH
Building a world of difference.®

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Introduction

Advanced Metering Infrastructure (AMI) within the North American utility industry has become a regularly adopted solution to improve operational efficiencies and manage many common business challenges. These challenges include aging infrastructure, system operational management, integrity, customer service, and conservation objectives.

AMI is a fully integrated set of products, solutions and systems that enable water utilities to:

- Remotely and continuously monitor and diagnose meter operation issues
- Pre-emptively prioritize and manage maintenance issues
- Remotely control and optimize all aspects of the distribution system using data-driven insights
- Provide customers with the information and tools they need to make informed choices about their behaviors and usage patterns
- Provide the cost benefits of using advanced metering technologies for production, distribution, meter shop, billing and customer service

Black & Veatch's approach to supporting the complete lifecycle of a successful AMI program is portrayed in the following graphic:



The City of Hollywood Water Utility Department (City) is in the early stages of step 8 - exploring the renewal of their existing AMI solution purchased in 2008. First-generation AMI solutions typically have an average 15-year life span. Therefore, it is prudent to start to plan on a replacement as the system approaches the 12-year old mark and endpoint failures increasingly need to be addressed.

The City currently has an Aclara STAR water AMI system that they are experiencing increasing failures of their metering transponder units (MTU's). The City has decided to explore multiple AMI vendors as part of this refresh to determine if a solution is available to better meet the water utility's operational and service needs.

This scope of work (SOW) will leverage the Phase 1 solution design and requirements gathering of step 3 developed in August and September with the City staff by now focusing on the vendor selection/contracting of step 4.

The SOW encompasses one RFP inclusive of AMI Equipment supply (water meters, endpoints, Field Area Network collectors/gateway, headend), Headend and FAN installation and integration services, Endpoint & Water Meter replacement/installation services.

This SOW consists of 3 Phases:

- Phase 2: AMI Vendor Solicitation – Request for Proposal (RFP) Creation and Issuance
- Phase 3: AMI Vendor Solicitation – RFP Vendor Response Review, Scoring, and Selection
- Phase 4: AMI Vendor Solicitation - City Council Approval and Vendor Contract Development and Negotiation

This work scope is expected to be conducted under the Consulting Services Agreement previously executed between The City of Hollywood, FL and Black & Veatch Corporation.

Scope of Work

These services are a continuation of the AMI Evaluation provided by Black & Veatch, as Phase 1. This Phase 1 evaluation provided a desktop assessment of the existing AMI system through a series of workshops. These workshops resulted in a general overall description of the existing system and established the City goals for the replacement of the AMI system. The solicitation for the replacement of the AMI system shall be provided by Black & Veatch through the following scope of work in three phases.

Phase 2 – Request for Proposal (RFP) Creation and Issuance

Task 1—Procurement Strategy and Vendor Qualification Criteria

Black & Veatch will support the vendor procurement process of the City—a process that will build on the high-level functional capabilities identified and cost analysis of the previous Phase. In addition,

Black & Veatch will frame the structures of the RFPs and provide input on the selection of qualified vendors to be invited to the RFP process.

As AMI has become a more mature operational technology, with multiple competent vendors supporting the market, Black & Veatch believes that it is important for the procurement process to focus on selecting the right Vendor rather than simply the right technology. Thus, Black & Veatch will support the City in decisions involving the establishment of high-level vendor qualification criteria, including, for example, financial health, company ownership structure, project/product experience, regional experience, references with deployments that involve both the AMI infrastructure and services and meter/module installation services and critical technology requirements. Alongside the City's overall sourcing strategy, the criteria will largely be based on the City's risk tolerance and risk management experience.

Black & Veatch will develop, with the City's guidance, the steps to be taken in the procurement process, which maximizes the City's personnel learning opportunities around the technologies and provide the City with the information needed to select with confidence the final vendor that best fits the City's requirements.

Black & Veatch will also assist the City in developing potential business structure options to refine the competitive solicitation options within the context of the City's business and sourcing strategy.

The City of Hollywood's business structure proposed for the vendor selection criteria will provide guidelines and inputs to this process. Based on these high-level decisions, Black & Veatch will be able to guide subsequent tasks to:

- Ensure that the RFPs include vendor questions and requirements that seek specific information regarding the vendors' abilities to meet the City's criteria.
- Recommend vendors to invite to the City of Hollywood's RFP process based on Black & Veatch knowledge of the industry and market.
- Ensure that the proposal evaluation worksheets support the assessment of the established selection criteria.

Deliverables

- Conduct Project Team Kick-Off
- The procurement process (much of it represented within this SOW document) will be reviewed and validated with the City of Hollywood staff. This will document the process and structure to be followed during this engagement.
- Vendor qualification criteria will be validated with the City.
- Local water liaison and project management

TASK 2— REQUIREMENTS DEVELOPMENT

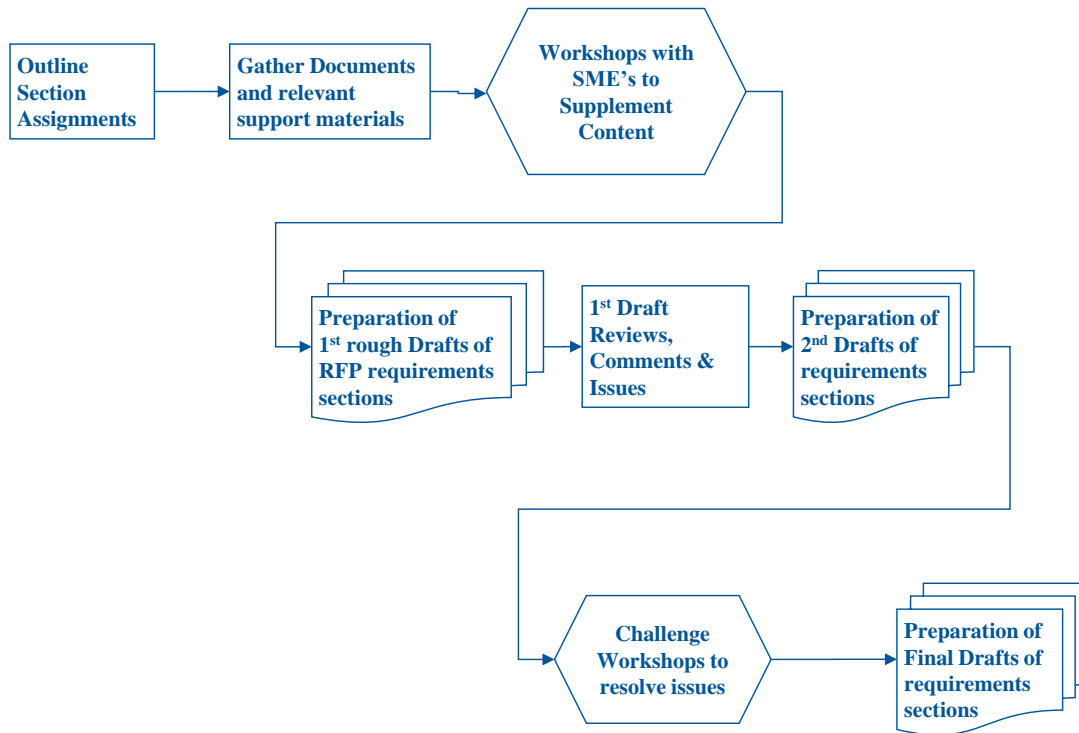
Black & Veatch will adopt an Integrated Team approach to develop the detailed City of Hollywood AMI requirements. As part of this “Integrated Team” approach, the following activities are planned within this task:

- Develop a Pre-qualification Questionnaire to send to all candidate water AMI vendors to ensure only qualified vendors are invited to respond to the RFP. Black & Veatch will develop qualification criteria with the City’s support. During the RFP development timeframe, each qualified AMI vendor will be asked to provide a 1.5-hour presentation on their AMI product offering to the City AMI selection team. This presentation will serve as both an educational process to City staff in general and familiarize them with the products whose RFP responses they will be reviewing and scoring later in the process.
- Starting from the *AMI Opportunities and Functional Requirements Framework* from the previous engagement, additional workshops will be conducted to solicit, gather, and fine-tune user requirements from the City’s stakeholders.
- The detailed requirements will be edited and reviewed through iterative editions of the detailed requirements documents with the City.

Black & Veatch will contribute existing, proven templates and baseline documents for competitive vendor solicitations based on previous Black & Veatch experience. These requirements will be customized to suit the City of Hollywood’s objectives and supply chain requirements through a series of stakeholder workshops. Black & Veatch will build upon our previous efforts related to high-level business case development to identify the initial functional, performance, and technical requirements for vendors that will meet present and future needs to enable the City’s selected and prioritized benefits.

Black & Veatch will validate and finalize the list of detailed requirements with the City. The requirements will form the basis for vendor assessments and specifications of the RFPs in the next activities.

The expected methodology to be followed is illustrated in the following flow diagram (subject to adjustment and modification to meet the City’s timeline, together with the entire project team’s participation availability):



Note: This diagram depicts the various steps in the expected process and should not imply that Black & Veatch is specifically responsible for all steps.

Deliverables

- Validated vendor system requirements
- Facilitation of qualified AMI vendor webinar workshop sessions

TASK 3— RFP DEVELOPMENT AND ISSUANCE

Black & Veatch will integrate the detailed system requirements into vendor RFPs based on the City's procurement templates and forms. Once again, as part of the "Integrated Team" with the City of Hollywood, the following activities are planned within this task:

- Workshops to solicit and translate unique stakeholder requirements into documented RFP requirements and to facilitate an in-depth understanding of RFP components
- Preparation, editing and reviews of iterative editions of the DRAFT RFP with the City
- Development of the desired vendor short-list for RFP issuance
- Support for the issuance of the RFP for the City (following the City of Hollywood procurement procedures)
- Support for vendor pre-bid conference call and Q&A sessions during the RFP response window

Specifically, this task involves the following activities:

Integrate Technical and Commercial Requirements into RFP

Based on the City of Hollywood's procurement strategy, Black & Veatch will work with the City through the following activities associated with developing the specific RFP competitive solicitations:

- Outline the RFP sections and expected content
- Establish the RFP document organization based on established high-level requirements, vendor selection criteria and business structure options. For example, the RFP organization may include sections or appendices for bidder instructions and response guidelines, system and performance requirements, technical requirements, implementation and support service requirements, information on existing City information systems and integration infrastructure, City of Hollywood IT standards, pricing instructions and pricing schedules, etc.
- Identify and secure time commitments from the City RFP and RFP response review teams and ensure team members' understanding of the evaluation methodology and process.

Black & Veatch anticipates that each RFP will consist of the following sections, with expected authorship of each section shown in parentheses:

- City of Hollywood project objectives (The City with Black & Veatch input as needed)
- General City of Hollywood / Black & Veatch boilerplate, bidder instructions, terms and conditions, etc. (the City, with Black & Veatch input as needed)
- System and functional specifications based upon the high-level requirements and vendor solution assessments (Black & Veatch)
- Critical questions (Black & Veatch)
- Technical specifications (Black & Veatch)
- Implementation service requirements (Black & Veatch)
- Maintenance and support requirements (Black & Veatch)
- System integration specifications (Black & Veatch, with City input as needed)
- Pricing tables and instructions (Black & Veatch, with the City input as needed)
- Information technology (IT) standards (the City, if needed)
- If available, a City provided Master Services Agreement (MSA) (City provided with Black & Veatch providing a technical review)
- Appendices, including a description of existing systems and applications to be integrated with vendor systems, IT standards, meter population, service point addresses (postal and GPS if available), addresses of City-owned buildings and structures such as water towers, maps, etc. (the City and Black & Veatch input)

The City of Hollywood will review, approve and combine the different sections and documents to produce a complete RFP package ready for issuance to potential vendors.

The City may decide to hold a pre-bid conference meeting or conference call to communicate the City of Hollywood requirements, response expectations and guidelines to potential bidders. Black & Veatch will support the City with the pre-bid conference meeting/call if requested.

Identify the Shortlist of Vendors for RFP

Black & Veatch recommends that the City of Hollywood only send the RFP to vendors who are responsive and responsible for the City's water AMI qualification requirements determined during this project's execution. Black & Veatch will work with the City team to prequalify a list of potential vendors for select invitations to the RFP process based on the initial pre-qualification Request for Qualifications (RFQ) process.

Issue RFP

This activity represents a milestone for the vendor procurement process.

Establish Scoresheets and Risk Assessment Framework

In parallel with the issuance of the RFPs, Black & Veatch will work with the City of Hollywood to develop the necessary evaluation plan, schedule, and worksheets before receipt of RFP responses.

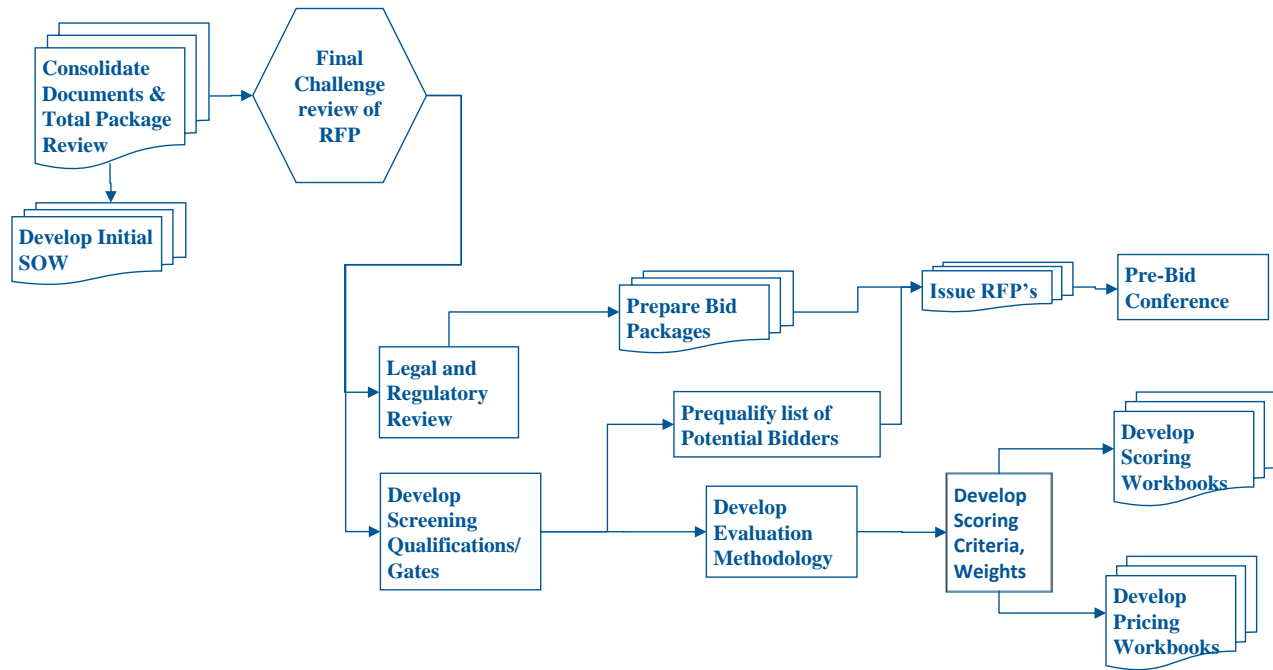
Using established Black & Veatch templates for proposal evaluation and risk assessment, Black & Veatch will help the City develop detailed technical score sheets for each RFP with scoring criteria and weights for each requirement. Scoring criteria reflects the criticality, type, and relevance of each requirement. Weights reflect the relative importance or value of each requirement with respect to the rest, with traceability to the requirement's benefits.

A key area of the vendor proposal evaluation is establishing critical qualification or vendor pass/fail gates. Black & Veatch will help identify these critical requirements within the RFP specifications.

Another key area of vendor proposal evaluation is the assessment of risks. The risk assessments typically cover technology risks (bleeding edge or obsolescence), quality of delivery, vendor company viability and commitment to industry and product, project cost and schedule, and ongoing maintenance and support. The Black & Veatch vendor proposal evaluation process includes systematic assessments of these risks.

The final key area of the Black & Veatch evaluation framework includes providing a summary score sheet that combines all the various aspects of Vendor assessment weighted by the City of Hollywood's desired relative importance for each aspect.

The expected methodology to be followed for this task is illustrated in the following flow diagram (subject to adjustment and modification):



Note: This diagram depicts the various steps in the expected process and should not imply that Black & Veatch is specifically responsible for all steps.

Deliverables

- Vendor RFP specifications
- Vendor proposal evaluation scoring and risk assessment workbooks
- Local water liaison and project management

Phase 3 – RFP Vendor Response Review, Scoring, and Selection

TASK 4— VENDOR AND SOLUTION RESPONSE EVALUATION

Vendor Response Assessment

Upon receipt of proposal responses from vendors, Black & Veatch will support the City in the evaluation of Vendor responses in their ability to address the City's requirements. During this task, Black & Veatch typically fills the role of an "Insightful Collaborator" whereby the vendor proposal evaluation process should include the following key activities:

- Gather, organize, and distribute vendor responses to internal stakeholders
- Facilitate the City's staff RFP response reviews and scoring workshops to review responses for content coverage
- Manage the RFP response Q&A with City staff

- Facilitate work sessions to reach consensus scoring of qualified proposals and to assess vendor risks using established proposal evaluation worksheets (note: Black & Veatch does not provide any scoring)
- Facilitate the proposal clarification process with vendors to ensure a complete understanding and accurate assessment of each proposal.

Vendor Cost Comparison

Black & Veatch will use the pricing information from the RFP process and develop a vendor cost comparison (VCC) of the top-ranked vendor proposals submitted by the bidders. This model will include many of the elements in the cost model and ongoing costs to assess the total life cycle costs of the vendor's proposed solution. Black & Veatch will work with the City to provide recommendations for bidder clarifications, as required, to ensure the appropriate cost elements are properly included in this model. In addition, Black & Veatch will help the City evaluate the commercial and pricing proposals for consistency and reasonableness based on industry experience.

Facilitate Bid Review Sessions with the City

Black and Veatch proposes supporting the bid review process by working closely with the City's project team to narrow down the most viable bids to the top strongest bids. As stated above, the City will be scoring the bids based on the stated priority areas and vendor selection weighting criteria. Black & Veatch will conduct bid review sessions with the City (we assume two sessions). The objective of these sessions is to clarify uncertainty that the City's team has regarding specific details of the vendor responses, reach consensus on the scoring results, then, as a combined project team of BV and the City, narrow-down the bid list to the top two to three finalists.

- Facilitate bid review sessions with the City
- Narrow-down the bid list to the top two to three finalists.

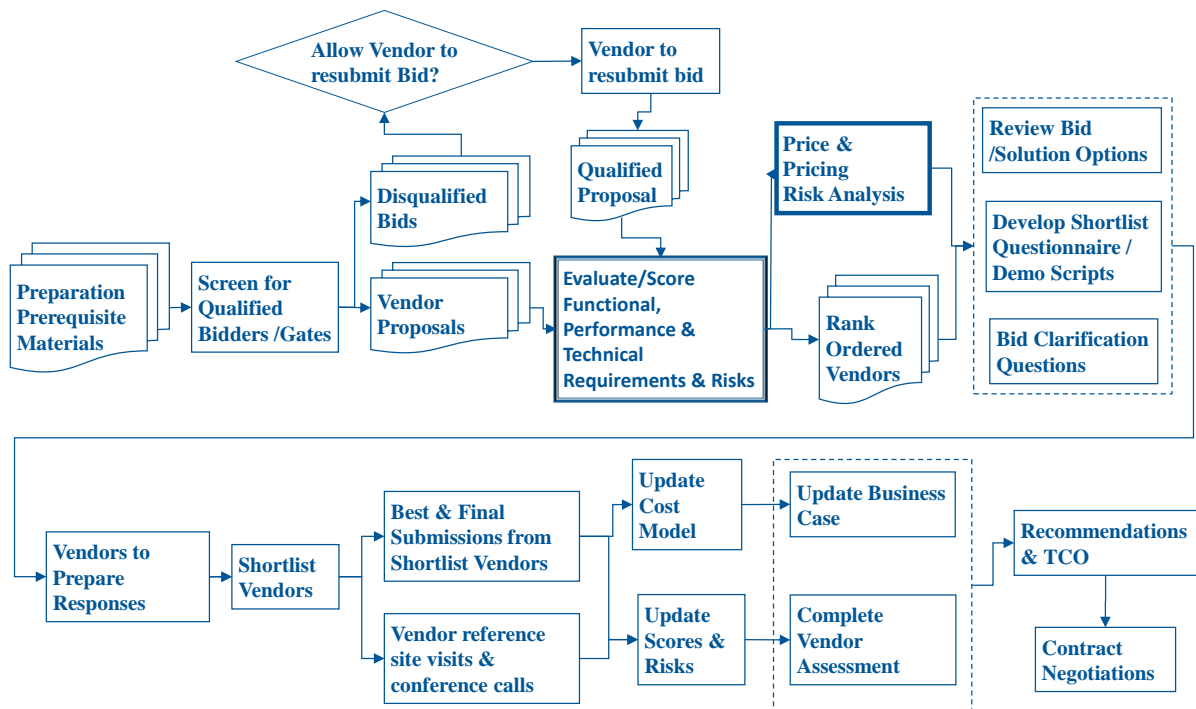
Facilitate Bid Review Oral Sessions with the City

Now that we have narrowed down the remaining bids to the top, we now suggest conducting a two-hour oral session via a webinar with the finalists. Black & Veatch will work with the City to create an oral session agenda and then facilitate the webinar sessions with each vendor. Based on our experience with other AMI vendor oral sessions, we suggest that about 75% of the agenda items be the same for each bidder and about 25% of the questions unique based on their bids. After the vendor oral sessions, we suggest issuing a Best And Final Request Offer (BAFO) pricing and or critical terms and conditions request.

- Facilitate two to three vendor oral sessions of webinars of two hours
- Facilitate internal work session with the City after the oral session to narrow down to the top two bidders and then discuss the Best and Final Offer approach.
- Development Best and Final Offer (BAFO) request

- Assess and analyze the BAFO response
- Conduct a work session with the City to select a preferred vendor to pursue a contract

The expected methodology to be followed for this task is illustrated in the following flow diagram (subject to adjustment and modification):



Note: This diagram depicts the various steps in the expected process and should not imply that Black & Veatch is specifically responsible for all steps.

Deliverables

- Vendor proposal evaluation scoring and risk assessment workbooks
- Vendor proposal cost comparisons
- Vendor scoring in points achieved
- Reaching consensus between the City’s project team with their preferred vendor to recommend for contracting
- Facilitate bid review work sessions with the City

Local water liaison and project management Phase 4 – City Council Approval and Vendor Contract Development and Negotiation

We define below the tasks as part of Phase 4. The first task (Task 5) involves seeking approval from the City’s Executive and City Council to proceed with contract negotiation with the selected vendor, as recommended by the City’s AMI project team. This recommendation will describe the method the project team used to narrow-down and then select their preferred vendor. The City’s Executive and City Council would be authorizing the project team to begin contract negotiations with the preferred vendor. Once the approval is granted to begin contract negotiations, the next task (Task 6) involves establishing a contract with the selected vendor and the overall work and deployment plan. As part of the RFP proposal process, the RFP defines about 80% of the contract details. Still, now that the selected vendor is known, there is always about 20% more refinements needed to properly contract with the selected vendor.

TASK 5— CITY COUNCIL APPROVAL

Upon selecting the final vendors, Black & Veatch will support the City of Hollywood in the review and approval process with City Executives and the City Council with the steps in seeking internal approval to negotiate for the AMI technology and services. During this task, Black & Veatch will take on the role of a “Trusted Advisor” whereby the support will include the following key activities:

- City Executive and Council Approval material gathering and creation
- Support at Executive and Council review sessions
- Follow up as needed

Key Assumptions

Black & Veatch is assuming in our fixed price cost assumptions that the internal approval process would consist of:

- Black & Veatch will support the City’s AMI project team’s preparation of a presentation to the Executive and Council.
- Next, Black & Veatch assumes the presentation will be then reviewed by the City’s Executive while gaining appropriate input for possible revisions
- Lastly, the presentation will be given to the City Council for approval to proceed with vendor negotiations.
- We also assume, and we typically find that a small amount of follow-up may occur from after this session to address specific questions raised during the meeting that was not addressed during the session.

Deliverables

- Assist the City AMI Team with its preparation of the AMI vendor recommendation presentation materials.

- Assist in the presentation with the recommendations to the City Executive and City Council
- Local water liaison and project management
- Up to 12 hours of miscellaneous and unspecified project related support

Note, normally, the Utility's AMI Project Manager will present the City Council's recommendation and then Black & Veatch supports the presenter and addresses some of the questions.

TASK 6— VENDOR NEGOTIATION AND CONTRACTING

Upon selecting the final vendor, Black & Veatch will optionally support the City of Hollywood in the final negotiation and execution of the required vendor agreements. During this task, Black & Veatch will take on the role of a "Trusted Advisor" whereby the vendor negotiation and contracting process should include the following key activities:

- Create vendor negotiation strategy
- Initial preparation for negotiations
- Develop a statement of work for the deployment. The SOW defines the deliverables for the AMI vendor's deployment/implementation and the responsibilities the City will have versus the vendor.
- Negotiate technical related contract terms
- Execute final contract

As the City of Hollywood's trusted advisor, it is expected that Black & Veatch will primarily support the development and review contract documents in support of the City. Thus, the following descriptions of the expected activities of negotiating and contracting for the vendor agreements will be primarily executed by the City.

Develop a vendor negotiation strategy

Preparation is critical to contract negotiations, and the establishment of a negotiation strategy is a key part of preparations. The City of Hollywood will need to develop a negotiation strategy which may include the following elements:

- How the City would share risks and rewards with the vendor — Here, it will be helpful to consolidate and analyze general implementation risks, risks specifically associated with the selected vendor based on the proposal evaluation, and any risks that the City is especially adverse to (based on previous City experience).
- Desired cash flow, capital, and O&M budget constraints of the City
- Starting points and targets for negotiations, including for example:
 - Hardware and software licensing, upfront and incremental licenses as the City's water service grows
 - Service Level needs for any Software-as-a-Service (SaaS), Network-as-a-Service (NaaS), or Managed Services planned

- Professional Services and expected support needs for the duration of the deployment project
- Warranty period and warranty start date/milestone for hardware, software, and documentation
- Critical Key Performance Indicators (KPIs) include read rates, RF coverage, system availability, and endpoint failure rates to measure whether the AMI system is performing as the vendor proposed. Performance metrics are an area where Black & Veatch understands specifically what is fair and reasonable for the functional performance contractual commitments for both the vendor and the City
- Annual maintenance and support for major system components, with desired response time, response resources (skilled labor versus phone answering service) and support hours (i.e., office hours, extended office hours, 7 X 24)
- Payment milestones, holdbacks, and penalties

Develop Statement of Work for the Deployment

While this is about 80% defined as part of the RFP and subsequent proposal, there are always refinements needed after the vendor is selected. Black & Veatch will support the City in developing the initial contract SOW, technical specifications, and service level agreements as the basis for negotiations with the vendors. This effort will cover:

- Initial technical specifications (functional and performance specifications combining the City of Hollywood RFP and vendor response documents)
- Initial draft of the statement of work (consolidating the City and vendor response documents along with a list of deliverables)
- Initial draft of the Service level agreements
- Initial draft of the acceptance process and criteria

Contract negotiations

The City of Hollywood negotiations on contract terms will include:

- Technical negotiation sessions where work scope and performance is being addressed
- Pricing and commercial terms negotiations sessions
- Post-session wrap-up notes including follow-on tasks
- Team review sessions to discuss each negotiating session's outcome and revisions to the negotiating strategy as appropriate based on outcomes from each session.

Execute vendor contract

This subtask represents a milestone for the AMI Technology procurement.

Deliverables

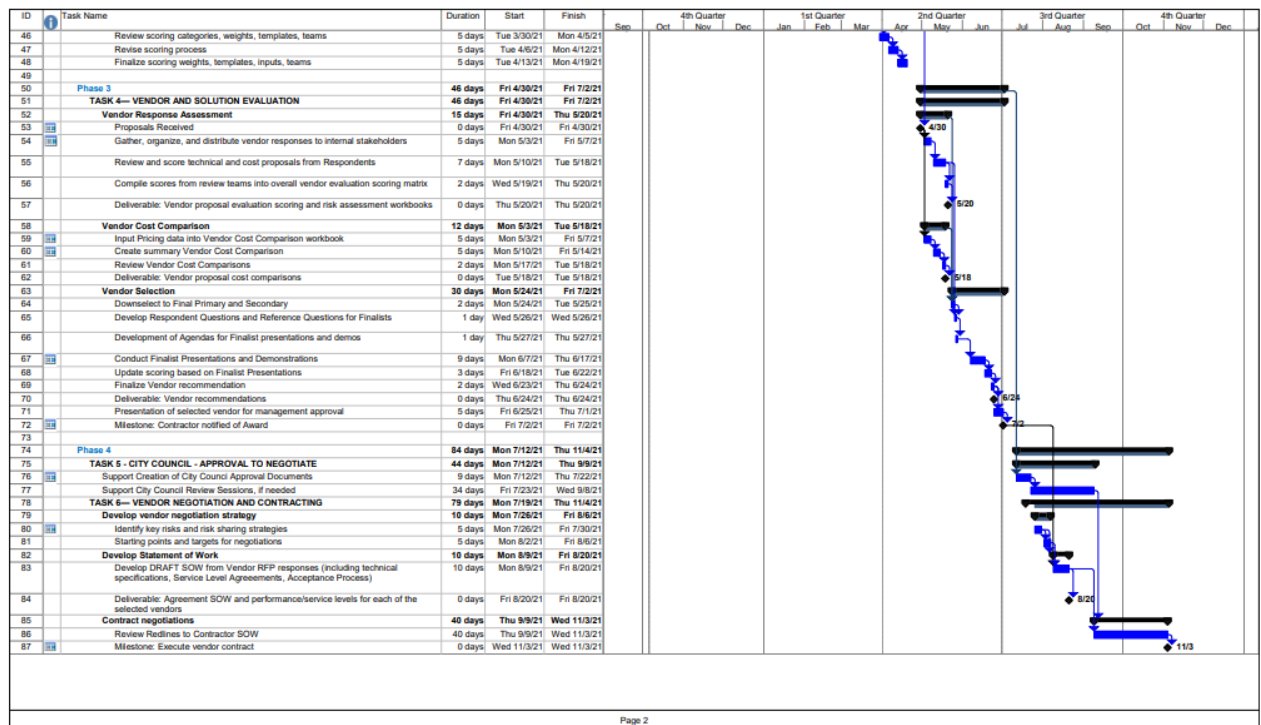
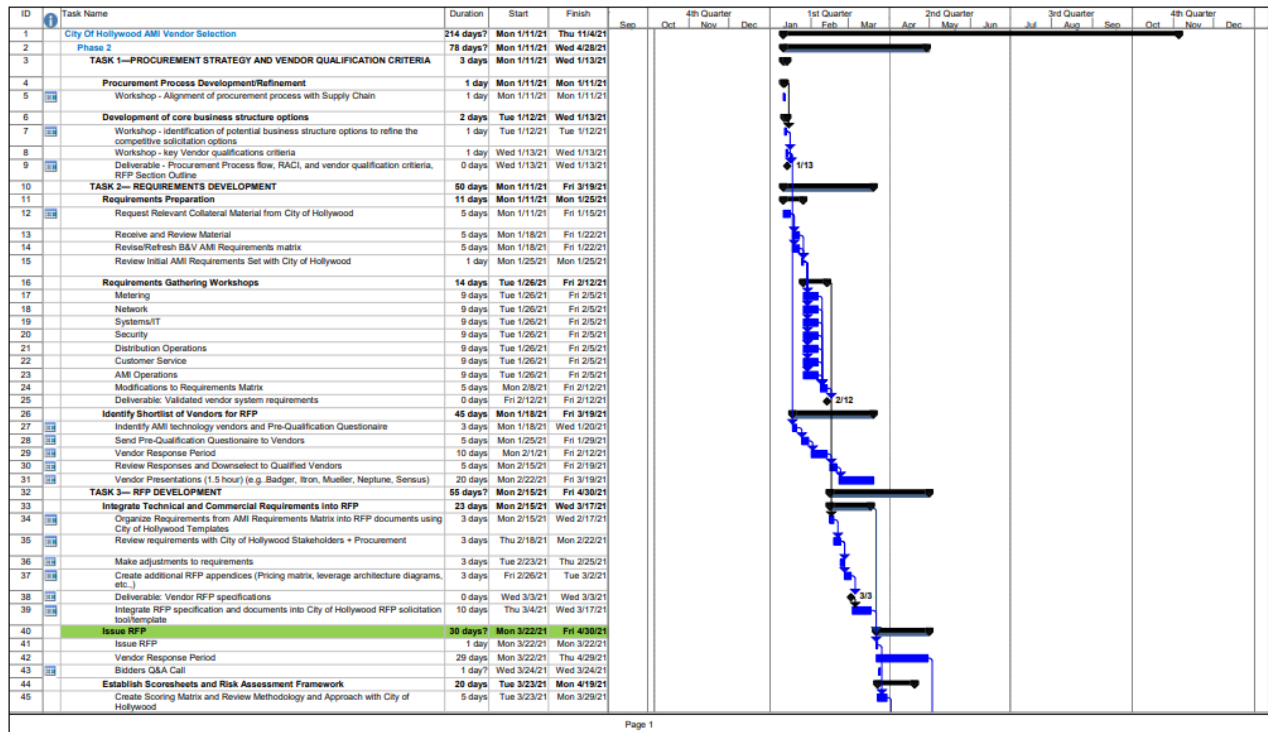
- Agreement SOW and performance/service levels for each of the selected vendors (AMI, Installation contractor)
- Any other support requested by the City related to contract negotiations with the vendor
- Local water liaison and project management

Key Assumptions:

- Black & Veatch starts the contract negotiation process to the point in time when the contract will be ready to be signed shall not exceed two calendar months.
- The City's project team and City's Attorney will be available no less than 4 hours per week to attend internal planning meetings or work sessions with the vendor.
- The City's attorney takes full responsibility for the contract's core legal aspects as Black & Veatch will support the technical aspects of the contract.
- There will not be work stoppages of more than a week.
- We also assumed as the City, Black & Veatch and the AMI vendor review and edit the contract that there will make no more than four revisions of the contract document.

Schedule

The SOW is expected to follow a schedule like the following (assumes a January 11th, 2021 start date) and also assumes work will not begin until a formal contract of services is authorized and signed by both parties.



The attached pdf contains a schedule that may be more suitable for reading and printing.



CoH AMI RFP
Schedule v2.0 20100

The City will approve the specific resources Black & Veatch proposes to support the services described herein of Hollywood before beginning their support for the described services. Black & Veatch reserves the right to provide substitute resources, if necessary, during the duration of the services engagement, subject to the City's approval.

Project Cost

Black & Veatch proposes to provide the above-described services for Phase 2 (Tasks 1–3) and Phase 3 (Task 4) and Phase 4 (Tasks 5 – 6) for a Lump Sum Fee of \$188,450 for Professional Services, exclusive of travel expenses, and Time and Material - Expenses in the estimated amount of \$19,012.00. The Not to Exceed Project Total Cost for these services is \$207,462.00.

Task	Description	Expenses (Time and Materials)		Fee (Lump Sum)
		Travel	Reproduction	Professional Services
	Phase 2 – Request for Proposal (RFP) Creation and Issuance			
Task 1	Procurement Strategy and Vendor Qualification Criteria			\$6,435.26
Task 2	Requirements Development	\$3,610.00		\$38,316.58
Task 3	RFP Development and Issuance	\$3,610.00		\$23,228.16
	Phase 3: AMI Vendor Solicitation – RFP Vendor Response Review, Scoring, and Selection			
Task 4	Vendor and Solution Response Evaluation	\$6,574.00		\$61,870.00
	Subtotal			
	Phase 4 – City Council Approval and Vendor Contract Development and Negotiation	\$ 4,218.00		
Task 5	City Council Approval		\$1,000.00	\$11,720.00
Task 6	Vendor Negotiation and Contracting			\$46,880.00
	Subtotal			
	Totals	\$18,012.00	\$1,000.00	\$188,450.00
	Not to Exceed Project Total Cost			\$207,462.00

EXPENSES

Due to COVID – 19, this task order has excluded travel. Should travel resume, expenses will be based on actual expenses incurred, except meals and incidentals, per the US Government Services Administration GSA rate for Hollywood, FL. We have provided a travel allowance estimate for on-site support of \$18,012, if needed, and to be utilized on a Time and Materials basis.

TERMS

These services will be provided per the Agreement for CONSULTANT Services for General Engineering Consulting Services Agreement executed on November 7, 2017.

Assumptions

Black & Veatch considered the following assumptions in developing this SOW:

- Due to COVID-19 travel restrictions, this engagement will be delivered remotely, relying heavily on virtual workshop participation using MS Teams from both the City and Black & Veatch staff.
- The City will provide executive sponsorship for this consulting services project, assign the appropriate City resources (field, operations, meter shop, Information Technology, customer service, billing, procurement, and legal) and support these team members' time commitments to the project timelines and success.
- The City will assign a dedicated Project Manager who will:
 - Represent the City in meetings and as a single point of contact.
 - Solicit support from essential City resources.
 - Provide detailed guidance on the objectives for each stated area of work.
 - Support Black & Veatch's efforts to prepare for work sessions.
 - Coordinate and consolidate the City project team comments on draft deliverables, as necessary, to provide a single review comments document to Black & Veatch for each deliverable.
- The City subject matter experts (SMEs) will be available to provide inputs and review deliverables within the timelines agreed upon by both parties. In addition, the City stakeholders will actively participate and make decisions as required, within an agreed-upon timeframe. Black & Veatch will escalate any subject matter resource availability issues to the City Project Manager for immediate resolution.
- The City technical staff will be familiar with existing systems, software tools and components of technical architecture.

- The City will make available any previous work related to vision, strategy, financial analysis and/or system, technical, or business process requirements for its project. If available, Black & Veatch will leverage this existing work to the extent practicable.
- The City will provide applicable documentation, diagrams and information to facilitate the effort. Examples are high level IT interfaces to systems, meter population (makes, models, locations (pit, in-home)), service point addresses, city-owned property (type and addresses), etc.
- The City will provide all requested documentation promptly within 5 days of the request.
- As requested, Phase 2, 3, and 4 of this proposal will be performed between January 11, 2021, and October 31, 2021, if all required customer resources are available to assist Black & Veatch when needed.
- The Black & Veatch Project Manager and the City Project Manager will agree upon a project work schedule for all individuals.
- Project schedules, tasks, costs and deliverables are based on the parties' mutual understanding of the project scope and objectives.
- Black & Veatch deliverable documents will be in Microsoft Office (MS-Word, PowerPoint, and Excel), MS-Project, Visio, and/or Acrobat Portable Document Format (PDF).
- Black & Veatch will have fulfilled its obligations to the City when the deliverables outlined herein have been completed and accepted (signed off) by the City Project Manager or 5 business days from deliverable delivery if no response from the City Project Manager has been provided.
- Black & Veatch has based its fees for the services to be performed under this proposal on the assumptions contained herein. If any requested increase in project scope extends project timelines (with resulting additional costs to Black & Veatch) or requires Black & Veatch to incur additional costs (including, without limitation, professional fees and expenses) to deliver project deliverables and services within agreed-upon timeframes, Black & Veatch shall have no obligation to perform additional work caused by any requested scope increases absent a written change order of the mutually acceptable changes to the project timeline and/or fees.
- Black & Veatch and the City will establish a mutually agreed upon Change Control Process to address scoping and other discussion areas.
- The key segments of the activities, activity steps, and/or deliverable(s) within this engagement scope are set forth herein. Any function not expressly referenced herein is deemed out of the scope of the Project. Modifications or delays in allocating resources may impact the major project milestones.