

RESOLUTION NO. 2021- 289

A RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH SOURCEONE INC., NEW YORK, NY FOR AUTOMATED METERING INFRASTRUCTURE (AMI) ENGINEERING SERVICES, IN AN AMOUNT NOT TO EXCEED \$153,646.00.

WHEREAS, the City Council of the City of Vineland has adopted Resolution No. 2021-52, a Resolution pre-qualifying certain firms to submit proposals for as needed Architectural and Engineering Consulting Services; and

WHEREAS, the Vineland Municipal Electric Utility is in need of Automated Metering Infrastructure (AMI) Engineering Services; and

WHEREAS, the Director of Vineland Municipal Utilities has recommended that a contract for the required services be awarded to SourceOne Inc., New York, NY, in accordance with Professional Services Contract No. C21-0027 and the SourceOne proposal, pursuant to a fair and open process; and

WHEREAS this contract is awarded in an amount not to exceed \$153,646.00 for the contract period July 1, 2021 to June 30, 2022; and

WHEREAS, the availability of funds for said Professional Services Contract to be awarded herein have been certified by the Chief Financial Officer; and

WHEREAS, the Local Public Contract Law (N.J.S.A. 40A:11-1, et seq) requires that the Resolution authorizing the award of contract for Professional Services without competitive bidding and the contract itself must be available for public inspection.

1. NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Vineland that said contract for Automated Metering Infrastructure (AMI) Engineering Services be awarded to SourceOne Inc., New York, NY, in accordance with Professional Services Contract No. C21-0027 and in accordance with the SourceOne proposal, pursuant to a fair and open process, in an amount not to exceed \$153,646.00.

Adopted:

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President of Council

ATTEST:

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City Clerk

**REQUEST FOR RESOLUTION FOR CONTRACT AWARDS  
UNDER 40A:11-5 EXCEPTIONS  
(PROFESSIONAL SERVICES, EUS, SOFTWARE MAINTENANCE, ETC)**



06/05/21  
\_\_\_\_\_  
(DATE)

1. Service (detailed description): AMI Engineering Services  
Contract C21-0027

2. Amount to be Awarded: \$ 153,646.00

- Encumber Total Award  
 Encumber by Supplemental Release

3. Amount Budgeted: \$ 250,000

4. Budgeted: By Ordinance No. \_\_\_\_\_  
Or Grant: Title & Year \_\_\_\_\_

5. \*\*Account Number to be Charged: 1-05-55-512-9000-52000 E901

6. Contract Period: July 1 2021 - 2022

7. Date To Be Awarded: ~~4/13/21~~ 6-22-21 *VR.*

8. Recommended Vendor and Address: SourceOne Inc. 7 Penn Plaza, 370 Seventh Av  
Suite 401 New York, NY 30001

9. Justification for Vendor Recommendation:(attach additional information for Council review)  
\*please see attached

- Non-Fair & Open (Pay-to-Play documents required)  
 Fair & Open: How was RFP advertised? Professional Services Contract

10. Evaluation Performed by: T Dunmore

11. Approved by: *John Lillo 6-7-21*

12. Attachments:

- Awarding Proposal  
 Other: \_\_\_\_\_

• Send copies to:  
**Purchasing Division**  
**Business Administration** *(initials)*

\*\* If more than one account #, provide break down





CITY OF  
**VINELAND**  
MUNICIPAL UTILITIES



PROPOSAL FOR

# Automated Metering Infrastructure Advisory Services

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*June 2nd, 2021*





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# Executive Summary

Veolia North America (Veolia) is grateful for the opportunity to present this proposal to Vineland Municipal Utilities (Vineland) for supporting the transition to a new Automated Metering Infrastructure (AMI) technology. Since this is a once in twenty years project that touches every single customer and that tends to garner a lot of attention, we believe your decision to recruit an experienced partner for this project is the best first step. Having managed and implemented AMI implementation projects across the globe, we understand the magnitude of such projects and the imperative to successfully complete them.

The implementation of AMI is a strategic investment that will change how electric, water and wastewater services are managed by staff and delivered to Vineland's customers. It is a 20 year technology, business processes, and human resources investment. As utility system operators, Veolia understands the importance of selecting and implementing the right technologies and systems that will improve long term performance and customer satisfaction.

Through the combination of your customer and operations knowledge and Veolia's AMI implementation experiences, our project team is best positioned to co-build a successful AMI solution. By using sound project management tools and techniques, a customer focused approach, appropriate risk mitigation strategies, industry leading knowledge and insight, and our experience representing both small and large utilities and municipalities, we will meet your business and service delivery objectives for the project and put Vineland in a position to select a "best in class" AMI solution.

We recognize that our project participation with you is relatively short compared to the life of the technology solution and understand that Vineland is ultimately focused on delivering utility services, not just a technology project. Which is why we take a holistic approach to deliver proven AMI solutions that improve not just meter-to-cash, but overall utility operations, and that are sustainable long after we are gone. Our holistic approach focuses on three areas: technology, process, and people. A new technology is useless unless the people using it are well trained and unless there are clearly defined processes for how the tool will be used. Our intention from the start is to engage Vineland staff early and make them a part of the process so that they are excited and aware of the new technology, the impact it will have, and how it can improve their day-to-day tasks.

As you will see in the subsequent sections, the team we have assembled for this project has over 100 years of metering, AMI, and customer service experience. Our team is vendor agnostic and understands that there is no one-size-fits-all solution when it comes to AMI technology. Each client has unique needs and circumstances, which is why we take a cooperative and pragmatic approach to deliver a tailored solution and not a prescriptive one.

We look forward to the opportunity to work with you and your teams on an exciting project.

# Project Understanding

It is Veolia's understanding that Vineland is requesting support in preparing and drafting a proposal for a new AMI system and in managing the process for selecting the prime vendor that will best meet Vineland's objectives. The following outlines the services we plan to provide:

1. Consult with internal stakeholders to fully understand the business drivers, customer needs and operational requirements.
2. Survey select staff to define technology expectations, implementation concerns, and desired outcomes that will frame project goals and knowledge gaps.
3. Review documents, rules and regulations, and other existing materials to avoid duplication of effort and to identify areas that require additional information for structuring an effective AMI system procurement approach.
4. Prepare, organize, and participate in up to three AMI vendor demonstrations, where AMI vendors will present their technology to Vineland staff. This will help define the available technology options, provide a forum for Vineland staff to ask questions directly of the vendor, and highlight potential implementation and compatibility issues.
5. Prepare specifications for the procurement of an AMI system. The specifications will include items such as AMI reading and ancillary equipment, metering equipment, meter data management, installation services, software services, and network operation services.
6. Develop a system procurement framework and prepare performance based specifications that will result in a "Best in Class" system for its various components.
7. Assist during the procurement process by identifying vendor candidates, coordinating and participating in a mandatory pre-proposal meeting with potential vendors, assist in developing responses to vendor pre-bid questions, and issuing addenda as necessary.
8. Assist in evaluating the responses from vendors
9. Coordinate demos and presentations from select proposing vendors.
10. Assist Vineland in the selection of proposing vendors, including the implementation of a Best and Final Offer round.
11. Assist in contract negotiations with the selected vendors.

Once a vendor has been selected and a contract awarded, Veolia can optionally provide Project Management services to coordinate the contractors in the development and implementation of a



system deployment plan. The below are some examples of the optional AMI Project Management services that Veolia can provide at Vineland's discretion:

1. Lead workshops to facilitate the integration of planned software applications (meter data management and customer portal) with existing Vinelands' enterprise systems - Customer Information System (CIS), Geographic Information System (GIS), etc..
2. Hold meetings with the selected vendor(s) to review and finalize their proposed solution architecture, design, and configuration. We will also coordinate regular project meetings to identify and resolve issues, as they occur.
3. Assist in the development of a communications plan to inform all stakeholders (Executives, Utility Managers, Utility Personnel and Customers) about the timing, impact and scope of the project.
4. Develop a training plan for the delivery of training, that will be delivered by the vendor. This will include operational, data retrieval, installation and maintenance of hardware and software and administrative procedures.
5. Assist staff in identifying and developing implementation plans for business process improvements resulting from deploying an AMI system.
6. Provide project closeout support to ensure that all specified work has been delivered and is performing to the specifications.

# Company Profile

## Veolia

Veolia was founded in 1853 and since that time has become a world leader in delivering environmental services to communities across the globe. With over 160 years of operation, Veolia has developed a diverse set of services that focus on three key areas: water, waste, and energy.



**95**

million people supplied with drinking water

**63**

million people connected to wastewater systems

**3,603**

drinking water production plants managed

**2,667**

wastewater treatment plants managed



**43**

million people provided with collection services on behalf of municipalities

**49**

million metric tons of treated waste

**560,505**

business clients

**655**

waste processing facilities operated



**46**

million MWh produced

**42,053**

thermal installations managed

**2,389**

industrial sites managed

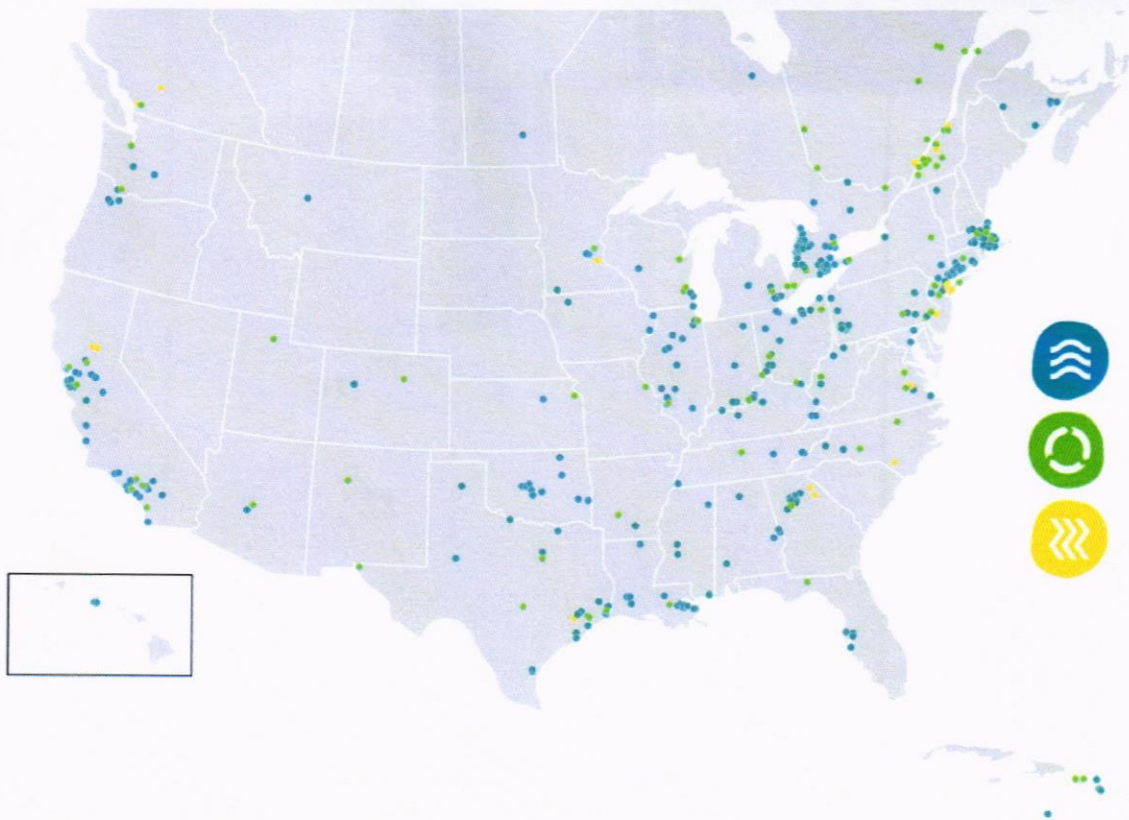
**615**

heating and cooling networks managed

Veolia has a network of 178,780 employees whose experience can be called upon to solve our client's most challenging needs. Most recently, Veolia has won first place in the 2020 Blue Cup Award, which ranks the top 10 global water companies.

Domestically, Veolia North America serves clients across the United States as shown by the graphic on the next page. Our clients range in size from municipalities that serve 30,000 customers (Little Blue Valley, MO), to municipalities that serve millions of customers (New York City, NY), and everything in between. Veolia is responsible for some 85 municipal water treatment plants – capable of supplying more than 733.6 million gallons a day of potable water to meet the needs of more than 4.2 million people – as well as 183 municipal wastewater





treatment plants – capable of treating over 1.7 billion gallons of wastewater flows each day to meet the needs of over 5.8 million people. On the energy side, Veolia provides a spectrum of services that range from installing cogeneration/microgrids to setting up and managing the reading and billing of \$1.5 billion annually of energy usage for our clients.

Across the water, waste, and energy industries, we provide overarching consulting services that include helping our clients select and implement new technologies to ensure our clients reap the most benefit. The Veolia team that provides consulting services is Veolia’s Resource Optimization (VRO) team.

## Veolia Resource Optimization Team

Veolia’s Resource Optimization team is a consultancy group composed of industry leading professionals in the environmental services space. Many of our team members have worked for municipal and investor owned utility organizations. They understand the utility’s perspective and challenges in providing services both to internal and external customers. They have performed many of the same jobs that are impacted by reading automation and metering technology changes. Additionally, other career choices provided them with valuable AMR/AMI manufacturing, sales and marketing, and system deployment experiences that are beneficial to clients seeking these services. We understand that each client is different with its own unique situation and challenges and that a ‘textbook’ approach isn’t always the most pragmatic, which is why we use a collaborative and targeted approach for implementing significant and sustainable solutions. This is achieved through performance transformation techniques that leverage Veolia’s global experience.

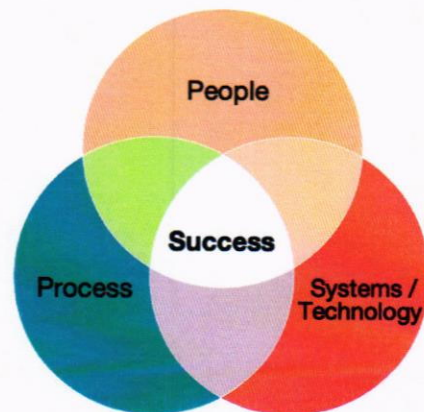
Our approach stresses the importance of collaboration and the understanding that there are many factors that influence a municipality's decision making, many of which are external factors outside the control of the municipality. This is why our solutions are tailored for the client that we work with and ensures a pragmatic solution that is achievable and sustainable. Our approach is outlined below and highlights the key steps to delivering a solution that works.



**Assess** - In this step, we work with your staff to understand your processes, systems, goals, and people. This helps us understand your current situation. In addition, we analyze existing data to identify trends and potential trouble spots. This lays the groundwork for the next steps.

**Implement** - Using the insight gained from the assessment, we cooperatively draft a prioritized plan that will detail each step of the process.

**Sustain** - In the last and most overlooked step, throughout our duration with you, we will help put in place mechanisms that will allow you to sustain the benefits of a new technology after we are gone. This is a critical step, particularly with Automated Metering Infrastructure (AMI) installation projects. While a new technology can provide great benefits, to reap those benefits we put in





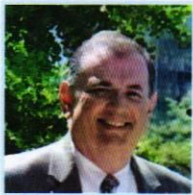
place new processes that fully utilize the new technology and enable and train the workforce so they are comfortable using the new technology. By focusing on people and process in addition to the technology, we ensure that you will achieve the biggest return on your investment.

Our approach has proven successful in delivering metering / AMI solutions to our clients - most recent (last 5 years) are listed below - and we are confident that the VRO team will successfully do the same for you.

CLIENT	POPULATION SERVED
Buffalo, NY	256,480
Akron, OH	198,051
Detroit, MI	674,841
Ft. Wayne, IN	265,752
Los Angeles, CA	3,967,000
New York City, NY	8,419,000

# Project Team

The team that will be working with Vineland on this project has been carefully assembled to provide both technical and utility business management skills appropriate for procuring, planning, deploying and implementing an AMI and metering solution. The leadership team brings over 90 years of experience working on and leading metering and AMI projects across the country. Below are highlights of the leadership team members. More detailed resumes of the project management team can be found in the supplementary documentation provided with this proposal.



**Project Manager**  
Daniel Cerrezuela

Dan Cerrezuela is one of VRO's leading AMI & metering experts. In his over 38 years of utility experience, he has managed both water and electric metering projects of various sizes across the United States. Dan will work alongside your staff to ensure that the right technology is selected, that you get the biggest return on investment, and that the technology will provide value for years to come.



**Metering Subject Matter Expert**  
Ken Molli

Ken Molli has over 40 years of utility management and consulting experience, with 29 years worth of AMI consulting, installation, and metering services. He has managed AMI and meter installation projects for Chicago, Washington DC, Houston, Ft. Wayne, Albany, to name a few. Ken Molli will ensure that Vineland fully understands the available technology options and how they will impact operations. Ken will also support Vineland in identifying the best solution for its situation.



**Smart City Subject Matter Expert**  
Bill Kephart

With over thirty years' experience and a proven track record of assisting clients with AMR/AMI, CIS, and customer service initiatives, Bill has helped many clients manage the selection, procurement, and implementation of turnkey metering, AMI, and CIS projects. In his most recent role, he is helping the City of Akron select, procure, and implement a new CIS, Field Work Order Management, AMI, and metering systems.



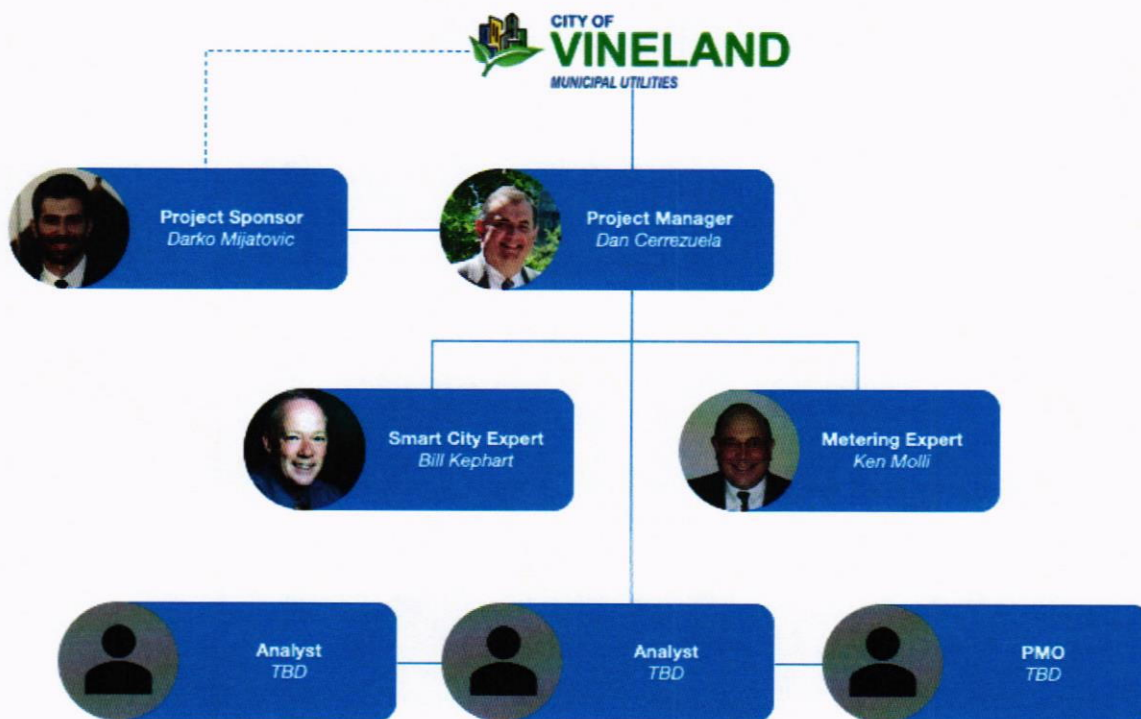


**Project Sponsor**  
Darko Mijatovic

Darko Mijatovic has over 12 years of consulting experience in the municipal sector. He has a background in Electrical Engineering and has worked with clients to develop software or to identify 3rd party software solutions that would improve operations and provide better situational awareness. He has worked across the country and abroad with clients on unique challenges and solutions. Darko will ensure that Vineland's objectives are met and that clear lines of communication exist between the project and Vineland leadership.

Beyond the three team members listed above, VRO will have analysts and other technical experts available based on the agreed upon scope between Vineland and Veolia and based on the needs that arise. With the available resources within Veolia, we will be able to accommodate the full needs of the project as well as provide extra support should Vineland request it during times of extenuating circumstances. Below is our proposed project structure. We are confident that this team will meet Vineland's objectives.

## Project Structure



# Project Approach

## Overall Approach

An AMI system implementation will impact nearly every operation within the utility. As such it is important that all departments impacted by this strategic investment have some level of participation in its planning and implementation. Our approach is to employ a comprehensive client-centric approach to co-build AMI programs and solutions. As such, one of our first critical steps is defining the project objectives and understanding how existing operations will change. This will also help define AMI system procurement requirements and establish the scope and magnitude of the change management process required to achieve and maximize the potential benefits of this strategic investment. Business process changes will be identified and used as inputs into the AMI Roadmap, Staffing Plan, Organizational Change Management (OCM) and the Business Process Plan.

## Phase 1 - Specification Assessment & Planning (*Setting the Stage*)

In order to get a complete understanding of the project dynamics and to begin setting a procurement strategy, it is essential to formulate a project team composed of both Vineland and Veolia resources. This team will be responsible for the overall success of the project and will develop the project goals, build understanding of technology options, hold regular meetings with key stakeholders to present project progress, organize working sessions, and conduct the project preparation process. This will allow for the free flow of information and a clear understanding of project scope throughout the organization.

We understand that Vineland has already prepared an AMI business case. We will review this document to fully understand the current processes and conditions, especially as related to the items below as these processes are most likely to change once AMI is deployed.

- Meter Repair and Maintenance
- Reading/Billing Frequency and Read Validation
- Customer Inquiries and Response
- Non-Pay Disconnect/Reconnect
- Move In/Out
- Staffing Impacts

In parallel we will conduct an AMI Project Impact Survey with key personnel from all departments affected by an AMI system (meter reading, customer service, billing, engineering, and IT). Based on this assessment and the review of all AMI Project Materials and data that Vineland has already collected, we will be in a position to conduct a project kickoff meeting with key stakeholders.



During the project kickoff meeting, we will review, identify, and discuss the key functionality that each technology delivers. The functionalities discussed will include review of the wireless communications (private proprietary, private standard based and public cellular), network service level agreements, AMI system data, AMI software applications, meters and transmitters. Also during the project kickoff meeting, we will begin the strategy development task. We will endeavor to identify issues and opportunities that would be resolved by an advanced metering system. The goal is to set clear expectations across all departments.

During and beyond the kickoff meeting, we will hold workshops with staff to build understanding of the impact a new technology will have on their day-to-day job and to evaluate potential use cases and user requirements that will drive the functional objectives. Some of the common topic areas that we will cover include theft detection, on-demand reads, leak alarms, remote shut-off, net metering, backflow detection, and customer web portals that are both enabled and supported by various systems in different ways.

We will also discuss pricing and ownership models to recommend innovative approaches to delivering metering services, such as capital versus O&M. These options include a review of the network as a service (NaaS), software as a service (SaaS) and even metering as a service (MaaS). The evaluation of these options will include a review of traditional fixed network solutions against the rise of NaaS offerings from various vendors, not just from a network coverage and maintenance perspective, but also ensuring that total cost of ownership is accurately compared.

Next, we will meet with Vineland management and procurement teams to develop specific procurement, contracting, and implementation strategies for the project to manage risk and improve overall delivery. During these meetings we will discuss such things as performance based specifications, evaluation criteria, and contractor teaming structure. From this, we will develop timelines and phasing for the procurement of a solution, supplies, infrastructure deployment, solution testing, etc. In addition, we will provide a high-level, multifaceted implementation plan outlining the recommended roadmap for completion of the AMI project based on the previous assessment tasks and discussions with staff. We believe thorough development of such a plan and active engagement of key staff, both Vineland and Veolia will have a solid understanding of the technology options, the impact of each on operations, and clear objectives for the project.

The plan for meter and network deployment is a critical first step in undertaking a large meter upgrade project. Without careful planning and consideration, errors in meter reads can lead to estimated billing, increased calls can stress the utility's customer service center, and the utility will quickly lose credibility with its customers. We understand that customer service and community acceptance of this project is critical to Vineland and affirm that careful planning of this early phasing stage will be a priority and key focus area.

With the plan and strategy developed, all key stakeholders will be asked to review the plan. After all stakeholders agree and approve the plan, the next task will begin.



## **Phase 2 - AMI System Procurement**

### **Performance-based specifications**

Our recommended approach to procurement for AMI projects is to develop performance-based language that protects Vineland throughout the project. For example, network performance language requiring 100% coverage with 72-hour read success of 98.5% and 24-hour interval data availability of 95% are typical industry standard service level agreements (SLAs) that become the minimum bar for all vendors to meet, with many likely exceeding them. In some cases, it is the combination of components (including the meter register) and software that creates a performance characteristic, such as tamper detection or leak indication. In contrast to engineering design projects, this approach is not prescriptive in how the vendor provides their solution, such as defining the type of frequency that must be used or number of collectors and repeaters. Instead, it places the risk and responsibility on the vendor to propose how their proven solutions can be used with their proposed infrastructure to achieve the required performance levels. This approach will be used with respect to network performance levels and network redundancy, among others, protecting Vineland in this long-term investment.

Using the performance based approach, we will develop a RFP that will include performance-based specifications and evaluation criteria to support competitive pricing while meeting specific functional objectives like on-demand reads, remote valve operation, or specific read success rates as well as equipment and feature requirements. Vendor Qualification criteria will be included in the RFP to ensure that only experienced and proven vendors, of which there are many, are eligible to respond. In addition, the RFP will specify the intention of Vineland to select and evaluate up to five shortlisted proposed AMI solutions. Each shortlisted vendor will be invited to present their proposed solution to the selection team.

Lastly, to draft a tailored RFP for Vineland, we will incorporate key data into the RFP that will provide vendors with critical data so they may propose more accurate pricing, approach, and project timing. Data that will be provided in the RFP includes existing meter population (quantity and sizes), premise locations, premise types, and specific locations/height of city facilities (for AMI collector mounting). Veolia will be responsible for defining the requested data and in what format. Vineland will be responsible for providing the requested data.

After the draft RFP is complete it will be handed to the Procurement Department. The Procurement Department will be responsible for finalizing and approving the solicitation prior to posting and publicizing it in accordance with Vineland's standard contracting process.

### **Procurement & Evaluation**

Our team will support the Procurement Department's point of contact for proposers to field their calls and provide the proper responses to questions during the solicitation process (i.e.,



questions must be submitted in writing and questions will be answered with a response to all proposers). We will draft responses for Vineland's review and approval prior to submitting responses through the Procurement Department. As an alternative, Veolia can become the point of contact to help Vineland to minimize constant calls/pressure from vendors during the proposal process. Under this approach, Veolia will not submit any responses without first consulting with Vineland.

We will assist Vineland in preparing for and conducting a mandatory Pre-Proposal Meeting to ensure that all prospective proposers fully understand the scope of the project and are given an opportunity to ask questions. This might also include various departmental and field site visits to obtain information that will be needed to perform their due diligence for making a responsive and responsible proposal.

After the Pre-Proposal Meeting, there will be an opportunity for vendors to submit follow-on questions. We will review questions submitted in writing prior to the deadline and provide (1) suggested responses for functional/specification related questions and (2) an itemized list of questions that pertain to legal or contractual issues for the Procurement Department to address. The final response to proposers and/or posting of the addendum will be the responsibility of the Procurement Department.

Once proposals are received, we will assist the evaluation team in reviewing submissions and conduct various technical reviews, such as verifying propagation study results, and develop questions based on industry expertise, and knowledge of each vendors' specific technology. In addition, we will provide Vineland with a vendor selection scorecard to score and evaluate vendors. This scorecard will assign a predetermined number of maximum points for different areas of the submitted proposals, which will include:

- Proposer experience and relative strength
- System Capabilities
- Ease of O&M, Integration Support, Data Management
- Training and Customer Support
- Warranty and Life Cycle Cost.

The scorecard will be given to each member of the selection team to grade vendors on their proposals as well as their presentations and proposed solution. Because there will be a lot of information shared during the selection process, the scorecard will provide a structured framework for identifying the prime vendor.

With scorecards in hand, we will then facilitate a scoring workshop with the evaluation team, where individual technical scores are compared and a consensus is reached per the evaluation criteria and weighting factors. Based on the results of the scoring workshops and a review of initial costs, a shortlist of vendors will be invited to present their project team, proposed technology, and give a demonstration of their software. The number of vendors that will be interviewed will depend upon the procurement strategy that is selected.



After a shortlist of vendors is selected, we will help prepare the Evaluation Team for vendor presentations, which we will conduct. Preparation includes developing structured questions that will be asked of all vendors, listing of procurement requirement exceptions and alternatives, and drafting questions that are specific to the vendor's proposed solution. After each presentation, we will assist in conducting a team debrief that will include initial scoring and any additional questions that the team needs to have answered to facilitate evaluations. After the presentations and scoring, we will assist in developing and reviewing responses to selected vendors for best and final price offers.

In parallel, during the selection phase, we will provide Vineland with a project contract that will be used as a basis for negotiation with the eventual selected vendor. Standard contract language, clauses, and legal wording will be the requirement of the Procurement Department. However, many times the standard language is not appropriate for an AMI project. Veolia will review the existing standard language and recommend changes to better fit with an AMI project.

After a selection is made, we will support the Vineland designated contract negotiation team. We will review and provide suggestions on the selected vendor's proposed contract documents to aid Vineland in developing strategies and topics for negotiations, including any additional performance standards and expectations needed to manage a 20 year business relationship. We will attend an initial workshop to review the list of negotiation action items and provide technical and business issues support and recommendations to the Vineland negotiation team and participate in direct negotiation with vendor teams as needed. We will be available to support Vineland during close out of outstanding items and to seek clarification on technical and price details, implementation timeline, contract terms, and performance requirements. Upon completion of outstanding items, we will review and cross reference the vendor's statement of work against the technical proposal and help finalize the master services agreement.

Throughout the procurement and selection process, we will work hand in hand with Vineland to ensure Vineland has all their questions and concerns answered.

### **Phase 3 - System Deployment Planning (Optional)**

Once the negotiations are complete and Vineland issues the final contract documents and the notice to proceed, we will assist the Vineland project manager with managing the contractors and Implementation Team with preparations for deployment. For this part of the program to succeed, effective program management, communication, and individual project management must go hand in hand.

Large-scale installation and deployment of AMI system components requires careful coordination and monitoring of contractor and internal deployment support activities. These activities include the development of implementation requirements and plans for such items as deployment routing, appointment scheduling, meter replacement and retrofit field work, QAQC, IT, billing and CIS interfaces, meter reader redeployment, internal and external communications, and a variety of additional preparation items.



The AMI project will consist of thousands of small customer service transactions as well as thousands of work orders. We recognize that each of these transactions is an opportunity for

Vineland to display their brand and attention to customer service. The work orders must be executed efficiently and on schedule to maintain progress and budget, and the information involved must be handled properly to ensure accuracy, minimize follow-up, and minimize the number of unresolved items. In addition, the transfer of billing reads from one system to another must be executed methodically, must be well tested, and needs to be seamless so that there are no breaks or discrepancies in billing customers. This requires good internal and external communications, not only with customers but with Vineland employees and stakeholders.

The first step in the deployment planning process is the formation of an Implementation Team as highlighted in the Project Governance section followed by a kickoff meeting with the Implementation Team. At this meeting, the project contract will be reviewed and a risk mitigation plan will be formulated. Subsequent planning meetings will be held to draft all the necessary project documents prior to any field work being done. By the end of the planning meetings, Veolia will have drafted the following documents:

- Master Plan & Deployment Schedule (including testing, training, integration, field deployments, cutover, etc.)
- Work Route and Installation Rate Plan
- Governance Structure
- Risk Mitigation Strategy / Plan
- Customer Communication Plan
- Internal Communication Plan
- Pilot Program Plan
- Training Program
- Project Management and QA/QC Plan
- IT & CIS Integration and Testing Plan
- Utility Business Process & Staffing Plan
- Change Management Plan
- Key Performance Indicators (KPIs)
- Progress Reports
- Process Diagrams

In drafting the above documents, we will take great measures to make the documents as intuitive and as simple as possible. We understand that most people don't enjoy reading dense manuals and that staff are already stretched thin, so if we can take a 10 page document and distill it into a one page visual process diagram, we will do so.

With all the documents prepared, Vineland will have an opportunity to review each document and request any edits. After the edits are incorporated and approved, a GO / NO-GO determination will be made in conjunction with the Implementation Team to determine the readiness to proceed to system deployment. This determination will be done in coordination with the Steering Committee and any other key stakeholders defined by Vineland. While the planning phase isn't the most exciting phase, by the end of it Vineland will be prepared to execute one of

the largest utility projects possible that will touch each customer, knowing that there is a comprehensive project plan, risk mitigation strategies, and mechanism put in place to monitor progress and catch issues early, often before they even occur.

## **Phase 4 - System Deployment and Implementation Management (Optional)**

Once approval is given to proceed to system deployment, a phased approach will be followed to ensure the timely installation of the system components. System deployment is typically implemented in multiple phases. Such phases include:

1. **Support Systems Integration & Testing** - This phase ensures that the software, communication network and Vineland staff are fully prepared for going live because as soon as the first AMI system module is installed at a customer location, the new AMI system is live i.e. this is not a test environment that cuts over to a production environment.
2. **Pilot Program Phase** - This phase tests the policies, procedures and systems set up during the Deployment Planning Phase to ensure they are working. The Pilot Program is typically performed over a 3 to 4 week period at low levels of installation work to ensure all systems are performing as designed. The Pilot Program area typically represents the types of issues that will be found throughout the service territory. During the Pilot Program, the Vineland project manager and Implementation Team are reviewing daily operations and noting areas that might require adjustment to better prepare for larger scale install work.
3. **Ramp up Phase** - This phase is typically set up for 2 to 3 months to stress test deployment plans as more installation crews are added and daily AMI modules and meters installation rates are increased.
4. **Full Production Phase** - This phase is the prime installation production period and depends upon the rate at which Vineland wants the new AMI system to replace the existing system. The level of production is also based upon the ability of Vineland staff to support the project and adapt to the new technology and business processes.
5. **Close Out and Transfer Phase** - This phase is typically 2 to 3 months in duration where the installation rate is decreased and punch list items area addressed. Typically during this period, difficult installation items are fully addressed to help ensure a 100% system penetration rate. This is also the phase in which any remaining AMI vendor support is transferred from deployment support teams to long-term operation teams.



The AMI installation schedule will be made a part of the contract documents, since unanticipated changes to the schedule can disrupt project management and utility operations. The AMI installation contractor(s) will be required to meet construction schedules through their contract term. Falling behind will create default conditions and require corrective action, such as subcontracting or hiring additional crews. Variances and concerns will be immediately addressed with the installation contractor(s) along with a recovery program. Using the KPIs developed during the planning phase, Vineland leadership will always be kept abreast of the project status. The information being reported will include historical and forecast outcomes to allow program and project leaders to make informed decisions and act to recover from schedule delays and eliminate potential budget overruns.

## **IT Integration Oversight**

One of the early activities, after a notice to proceed is sent to the vendor, is to work with Vineland to build the interfaces and acceptance testing plans between the software applications that are needed (meter data management and customer portal) and the existing Vineland enterprise systems (billing system, etc.) to seamlessly transfer AMI data from one system to the next. This is a complex activity involving the AMI vendor, a software developer, the billing system vendor, and Vineland stakeholders from billing and customer service.

We will support the Vineland project manager in developing and conducting a workshop between key Vineland personnel and designated vendor personnel to identify and confirm the systems specific integration methodology and ensure alignment between each underlying interface. We will also review the vendor solution(s) including hardware and software architecture, platform, integration, design, configuration, functionality, and scalability. We will support the requirements gathering tasks for systems integration and will lead the coordination of this task with the AMI vendor team. We will also lead weekly technical review meetings with all designated personnel (internal and external) to monitor progress and identify roadblocks.

Once the interfaces are designed and in place, we will lead the user acceptance and testing activities, including developing test plans and documenting test scenarios and results. The intent is to have the system interfaces designed, developed, and tested prior to the pilot deployment.

## **Training**

Most of the AMI-related training will be provided by the vendor following the training plan incorporated in the contract statement of work. This typically includes aspects of the system, including operation, data retrieval, installation and maintenance of hardware and software, and administration procedures.

We will develop the overall training plan strategy including objectives and competencies to be addressed, approach, curriculum and equipment requirements. We will integrate the training plan into the project schedule.



The training plan will include training for Customer Service staff. The vendor-lead Meter Data Management (MDM) training will be specified in the RFP to meet the needs of power users, casual users, technical staff, and managers of the systems and technologies. Initially, training will include staff required to test and accept the system. The training schedule will include classroom and hands-on sessions to meet the needs of all required users at appropriate levels of involvement. Training will allow for shift and availability restrictions to ensure all staff are trained. The materials provided for the training sessions will be reviewed as a submittal to ensure completeness and suitability, allowing their use to be continued after the vendor sessions are complete. Following system acceptance, training will provide the needed details and skills required to sustain the system in the long-term.

## **Pilot Program**

Before beginning full-scale installation, we will require the contractor to conduct a "slow-start" installation on several hundred meters (as well as the data collection units needed to cover them, in the case of a fixed network system) so that all parties can verify system performance as well as all installation and quality-based project control procedures. These procedures include appointment scheduling, logistics, inspection, data audit, installation acceptance, the handling of anomalies (such as inaccurate data or shutoff valves that need replacing), and the data interface to the CIS.

In our experience, this type of demonstration period usually identifies procedural errors associated with the installation process. After a short evaluation period, we will then recommend any immediate corrective actions or, at Vineland's direction, allow the contractor to continue with full deployment.

We will also establish similar test periods for any other applications involving interfaces to the AMI system. We understand the critical nature of this data to Vineland and will ensure that all components function properly before bringing them online.

Once deployments begin, we will identify and include certain problematic accounts to be installed first, demonstrating real benefit and gaining both customer and internal stakeholder support for the project in the early days.

## **Implementation Management**

At the start of the implementation phase, we will hold a kickoff meeting with the selected vendor to review and finalize their proposed solution architecture, design, and configuration. This will also include a review of the proposed meter locations and network deployment plan.

The meter and network deployment plans need to be planned cooperatively to ensure the network adequately covers the areas of planned meter upgrades prior to meter installations beginning. In planning the meter and network rollout, there are factors to keep in mind, but the most critical is the billing schedule. The utility needs to continue to read meters and bill



customers with as little disruption to the meter to cash process as possible. After the initial routes have been identified and the network plan has been developed, the ongoing release of routes is a controlled and well-defined process to prevent the installers from only doing the easy jobs to prevent the work from being spread out too much (making it harder to respond to issues), to avoid the poor productivity associated with scattered meter readings on the same street, and to ensure routes are fully upgraded, which frees up resources to do other things beyond supporting meter reading. Typical system deployment management includes establishing criteria for the completion of old routes before moving into new areas. This explicitly includes completing an entire vertical riser containing multiple meters before the next area of available upgrades is released to the vendor. It also enables Vineland to manage inspections, minimize meter reading coordination efforts, minimize disruption to the public and Vineland customers, and minimize manual reads on routes that have been converted to AMI. We will assist Vineland through this process.

Contractors will typically provide monthly progress reports. We will assist the Vineland project manager in preparing additional reports and KPIs, covering requirements, progress against schedule and budget, and other project performance measures established for the project.

Of most importance is the quality and accuracy of the AMI data. There is one chance — at the time of installation — to get the data right. If customer service representatives or customers have any doubt about having the right reading from the right meter at the right location, they will lose faith in the system, leading to savings and other benefits may never be fully achieved. Therefore, a robust program control and monitoring system that considers AMI data quality is critical to project success.

As part of the procurement specifications, we note the requirements for installers to provide barcodes and scanners, handheld computers, and digital photographs of old meter registers and installation settings to help to minimize handwritten information and ensure a more foolproof data management procedure system. When project control procedures and models are well designed and followed, data discrepancies are rare, and erroneous readings are virtually nonexistent. If Vineland determines that installation service work is performed all or partially in-house, we recommend and will support the development of similar types of control systems to avoid data management and customer issues.

## **Full Production & Monitoring**

Management of this type of project requires regular performance reporting by the contractor and Implementation Team (in whole or in part), formal and informal meetings, and special meetings to handle problems. We will assist in monitoring performance reports and will identify any performance or project quality control issues that require attention. Such issues might include project deliverables that are not successfully met, missing defined business objectives, suboptimal quality service delivery, project delays, cost and scope overruns, and contract compliance matters. This includes monitoring contractor deliverables, communications, solution development, configuration, work, activities, and overall performance.



The AMI contractor performance will be measured by tracking such items as:

- Percentage of route completion
- Meter accuracy and meter testing
- Component failure rates and root causes (e.g., battery failures, damage during installation)
- Initial defect rate
- Read success rate and data transfer success
- Network redundancy

### **Installation Cost Control**

At the heart of the program management effort is the administration of the cost control program for the multiple agreements with installation contractors, vendors, or professional service consultants. Our program controls approach brings together the scheduling tools, budget monitoring capabilities, data management/accessibility needs, cost estimating, change management, financial management/cash flow projection, document control, and other functions into a cohesive system that has been successful on numerous programs.

In addition, we will establish procedures that track the receipt process to review and evaluate change orders, claims, and requests for payment. Working with Vineland, we will build into these processes the necessary coordination and procedure steps to approve or deny these requests.

### **Phase 5 - Project Close Out & Transfer (Optional)**

Effectively transitioning from project to operations requires experienced resources that have ample experience in AMI projects. The Veolia team includes former utility employees who work closely with our clients to share their experiences to successfully transition from project to operations. In our experience, a successful project close out plan includes the following elements:

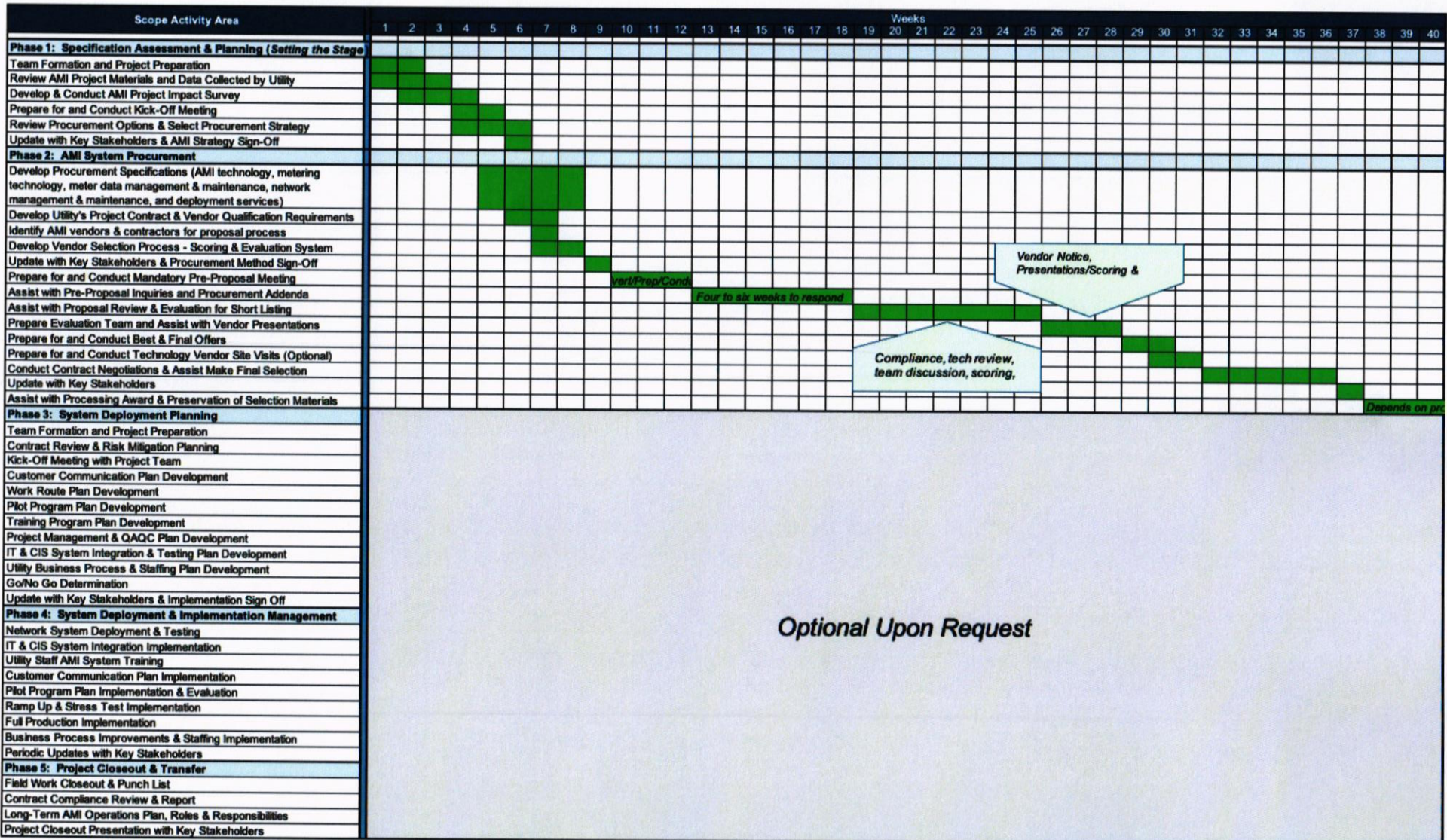
1. Documentation on training, job aids, and how-to guides for self-help tools
2. Training of utility users for their appropriate roles
3. Conducting post-training assessment
4. Identification of and performing advanced training for an internal subject matter expert to be the first point of escalation for internal users
5. Retraining for new users (new to the organization) and existing users requiring refresher training
6. Documenting lessons learned for future projects

The project closeout process includes a review of the contract to ensure compliance will all aspects and preparation of a report summarizing the project and defining processes for the



future. The report will outline the long-term AMI operations plan and define roles and responsibilities within Vineland for the ongoing O&M of the system.

A visual representation of the project tasks and schedule can be found below as well as in in the Excel spreadsheet provided with this proposal title *AMI Project Model - Vineland - vF*.



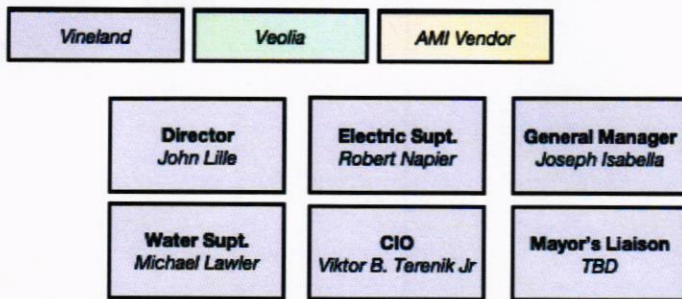


# Project Governance

## General

During Phase 1, we will meet with Vineland stakeholders to capture the goals this project will achieve, the needs and challenges that this project will address, and the features that should be included in the new system, for example, a new Customer Portal. This information will guide the research and recommendation of an AMI system and other work throughout the project's duration. During this organizational phase, we will work with Vineland to develop the detailed project plan and to determine the role and number of Vineland staff that will be needed to support this project throughout its stages. The project plan will include a schedule, milestones, tasks, responsibilities, performance requirements, and deliverables. During development of the plan, we expect to find ways to streamline and compress the project timeline estimates in the proposal.

Also during Phase 1, we will also work with Vineland to set up a project governance structure. For a project of this size and scope that impacts nearly all facets of Vineland and especially its customer base, such a structure is recommended. Such a structure typically consists of three groups; Steering Committee, Project Management Team, Implementation Team and the Project sponsor as shown below.



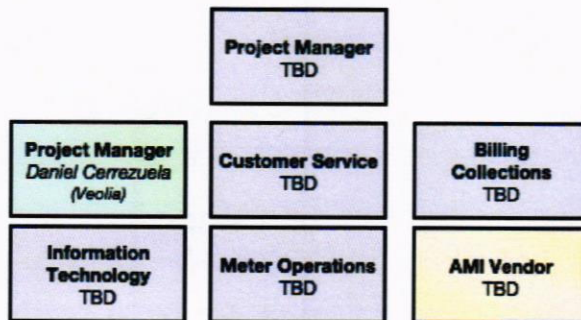
## STEERING COMMITTEE

- Consists of senior executives.
- Provides policy guidance.
- Reviews/approves critical operating decisions.
- Addresses any Divisional & Inter Departmental coordination and priority issues impacting project implementation.



## PROJECT SPONSOR

The Project Sponsor is the link between the Steering Committee and the Implementation Team.



## PROJECT MANAGEMENT TEAM

Responsible for managing successful delivery of project requirements, budget, and time.



## IMPLEMENTATION TEAM

- Responsible for delivering the project.
- Vineland groups most impacted by the project.
- Responsible for sustaining the effort and optimizing the technology investment.
- Work together as needed to accomplish joint tasks.

## Steering Committee

The Steering Committee is typically composed of Senior Executives and decision makers. Its major short term objective is to support the project so it achieves its stated purposes as planned, while meeting project stakeholder and customer quality service expectations. Its longer term objective is to provide the guidance and resources needed to fully leverage its AMI investment to achieve current and future strategic challenges. The Committee functions include:

- Providing policy guidance



- Reviewing/approving critical operating decisions
- Addressing any internal and external coordination and priority issues impacting project implementation

## **Project Sponsor**

The Project Sponsor is typically the liaison between the Steering Committee and the Project Management Team and is directly responsible for delivering the project. The Project Sponsor is typically part of the senior management leadership team. Please note that the Committee might also include a liaison with the Mayor's Office to keep them and City Council informed on the impacts on its citizenry.

## **Project Management Team**

The Project Management Team consists of the Project Manager and any full time or part time resources allocated to the project for its planning and day to day operations. This office might be relatively small during the AMI system procurement and deployment planning phases. However, as the system is deployed in the field, support might be increase to include QA/QC staff, field installers and supervisory staff for part or all of the AMI and metering equipment installation work, and clerical support for processing work orders, various project reports and equipment and services invoicing. Veolia would typically report to the project manager to provide advisory services and if needed to augment project work.

## **Implementation Team**

The Implementation Team is responsible for assisting the planning and implementation of the project. The team's participation is critical to fully understand how AMI technology impacts Vinelnd operations, to prepare for the deployment of the system, and to sustain its operation when completed. This team consists of functions most impacted by the project, such as field services, meter reading, billing, IT, customer services, finance, and engineering. Other team members might be added to address specific needs as they arise. The Project Manager is typically responsible for managing this group and ensuring that they are attending various project meetings and performing their assigned tasks to support the AMI system project. The following graphic illustrates the makeup of this Team.

## **Stakeholders**

Though not part of the project management structure, another important group to recognize and build into the planning and implementation process are project stakeholders. There are many internal and external groups that are impacted by the implementation of this technology and have an interest in its planning and execution. Such groups include employees whose roles and responsibilities are impacted by the project, Vineland employees that have customer facing responsibilities and therefore subject to customer inquiries, media, public interest groups, and

various customer groups such as industrial customers, property managers and residential users. It is important to identify these stakeholders, their interests and how to best communicate with them.



# Project Fees

The below table outlines the fees associated with Phases 1 & 2. Since Vineland requested support only for activities relating to Phase 1 and 2, we did not include Phase 3, 4, and 5 in the project fees, but can do so at Vineland's request, either with this proposal or at a later time.

The total fee for Phases 1 & 2 are **\$153,646** without travel expenses. The fee will provide Vineland with a Veolia team that includes:

- Project Manager
- Business Process / CIS Subject Matter Expert
- Metering & AMI Operations Subject Matter Expert
- PMO
- Data Analyst
- Project Executive

We are confident that our team and approach will help Vineland identify the ideal system for its situation, get the best price for the selected system, and put Vineland in a position to implement the selected solution.

ACTIVITY	COST
<b>Phase 1: Specification Assessment &amp; Planning (Setting the Stage)</b>	<b>\$23,445</b>
Team Formation and Project Preparation	\$3,048
Review AMI Project Materials and Data Collected by Utility	\$6,097
Develop & Conduct AMI Project Impact Survey	\$8,027
Prepare for and Conduct Kick-Off Meeting	\$2,007
Review Procurement Options & Select Procurement Strategy	\$3,048
Update with Key Stakeholders & AMI Strategy Sign-Off	\$1,217
<b>Phase 2: AMI System Procurement</b>	<b>\$130,201</b>
Develop Procurement Specifications (AMI technology, metering technology, meter data management & maintenance, network management & maintenance, and deployment services)	\$28,174
Develop Utility's Project Contract & Vendor Qualification Requirements	\$11,921
Identify AMI vendors & contractors for proposal process	\$2,286
Develop Vendor Selection Process - Scoring & Evaluation System	\$2,286
Update with Key Stakeholders & Procurement Method Sign-Off	\$1,789
Prepare for and Conduct Pre-Proposal Meeting	\$5,297
Assist with Pre-Proposal Inquiries and Procurement Addenda	\$10,593
Assist with Proposal Review & Evaluation for Short Listing	\$14,380
Prepare Evaluation Team and Assist with Vendor Presentations	\$16,449
Assist with Preparation and Evaluation of Best Offer	\$5,055
Prepare for and Conduct Technology Vendor Site Visits (Optional)	\$9,145
Conduct Contract Negotiations & Assist in Making Final Selection	\$17,173
Update with Key Stakeholders	\$2,860
Assist City with Making Final Decision	\$2,792
<b>PROJECT TOTALS</b>	<b>\$153,646</b>



## Implementation Fees

The below presents the implementation activities but we did not add the costs associated with those activities since this proposal focuses on activities in phases one and two.

ACTIVITY	COST
Team Formation and Project Preparation	
Contract Review & Risk Mitigation Planning	
Kick-Off Meeting with Project Team	
Customer Communication Plan Development	
Work Route Plan Development	
Pilot Program Plan Development	
Training Program Plan Development	
Project Management & QA/QC Plan Development	
IT & CIS System Integration & Testing Plan Development	
Utility Business Process & Staffing Plan Development	
Go/No Go Determination	
Update with Key Stakeholders & Implementation Sign Off	
<b>Phase 4: System Deployment &amp; Implementation Management</b>	
Network System Deployment & Testing	
IT & CIS System Integration Implementation	
Utility Staff AMI System Training	
Customer Communication Plan Implementation	
Pilot Program Plan Implementation & Evaluation	
Ramp Up & Stress Test Implementation	
Full Production Implementation	
Business Process Improvements & Staffing Implementation	
Periodic Updates with Key Stakeholders	
<b>Phase 5: Project Closeout &amp; Transfer</b>	
Field Work Closeout & Punch List	
Contract Compliance Review & Report	
Long-Term AMI Operations Plan, Roles & Responsibilities	
Project Closeout Presentation with Key Stakeholders	
<b>PROJECT TOTALS ON REQUEST</b>	

## Travel Costs

Work of this type will be completed part remotely and part on-site. The percentage of remote versus on-site work will vary based on requirements. For instance, as part of the data request, if Vineland is unable to provide Veolia with the requested data due to lack of resources or difficulty in retrieving the data, in previous projects we have sent our analytics experts to create custom reports to retrieve the data from client systems. Such instances are hard to predict, as such travel costs are not included in the project fees but will be reimbursable to Veolia at cost under the following criteria:

- Veolia staff will not spend more than \$150 daily on hotel stays
- Veolia staff will be limited to an \$80 spending limit for food
- Veolia staff will provide receipts for all expenses that are to be reimbursed by Vineland
- Veolia will take all reasonable efforts to get the best deal on airline tickets and / or car rentals

## Project Assumptions

The following are the assumptions used in the development of the above project proposal and fees. Any significant changes to project scope and support activities will impact the proposed pricing.

- The timeline for the system procurement is dependent on many factors. As such the proposed timeline is subject to revision as more information becomes available regarding:
  - The availability of assigned Vineland staff to complete the various tasks assigned to them,
  - The procurement strategies used to purchase AMI system components and deployment services,
  - The length of time to provide vendors to develop and submit their proposals,
  - The number of AMI vendor proposals received,
  - The length of time needed for vendor contract negotiations, and
  - Local procurement regulations.
- Vineland will provide Veolia personnel with mutually agreeable office space for work performed on site and provided access to Vineland work sites needed to perform its assigned responsibilities.
- Any costs of insurances required by Vineland in the performance of AMI advisory services are not included in the pricing. Vineland will provide such requirements in order for Veolia to determine the impact on pricing.



- Any delays resulting from Vineland actions will result in an extension of time and additional project support fees to be mutually agreed to by both parties.
- Veolia's project role is advisory. Any command and control responsibilities over Vineland staff are to be limited and mainly provided by Vineland employees as assigned by the Project Sponsor, Manager, or other designated Vineland staff member. Any recommendations that Veolia provides for specific tasks and actions are to be directed, controlled and managed by Vineland personnel.
- The first set of activities for all project initiatives includes the development and finalization of a mutually agreeable initiative project plan, scope, deliverable definition and schedule, a project governance system, and kick-off meetings with assigned project teams to ensure alignment and buy-in from all interested stakeholders.
- Due to various restrictions resulting from the COVID-19 pandemic response, site visits for project work will be significantly limited, if not entirely prohibited for unknown periods of time. During mandated shelter in place requirements, many of the planning activities can and should be performed remotely via email, telecommunications and electronic meetings. All project participants are assumed to have the capabilities to conduct business in this manner. These restrictions need to be taken into consideration when finalizing work plans and schedules.
- Vineland will identify and provide Veolia with information that it has collected regarding their AMI system research along with any operational data that Veolia identifies that it needs to perform its agreed upon responsibilities. Vineland will also provide Veolia staff with any training that is needed to utilize any project management or data management systems that support the AMI project.
- Vineland will obtain the project resources necessary to plan and execute the project in the timeframes mutually agreed to.
- Vineland will establish a project governance framework using Veolia guidance and obtain buy-in from Vineland executive and project team participants.
- Vineland will assign an executive sponsor and project manager, which will be the main contact with the Veolia project manager to address issues impacting project implementation.