

**LENOIR CITY COUNCIL
TUESDAY, APRIL 17, 2018
6:00 P.M.**

PRESENT: Mayor Gibbons presiding. Councilmembers present were Beal, Perkins, Rohr, Stevens, Thomas and Willis. Also in attendance were City Manager Hildebran, City Attorney Blair and Planning Administrative Assistant Jackie Sigmon.

ABSENT: Councilmember Perdue.

I. CALL TO ORDER

- A. The meeting was opened by a moment of silence followed by the Pledge of Allegiance led by Mayor Gibbons.

UPDATE; CITY STAFF:

- B. On behalf of City Council, Mayor Gibbons asked everyone to keep Rex Cannon, spouse of City Clerk Shirley Cannon, in their thoughts and prayers as he remains in the hospital.

**COMMENDED; CITY
STAFF; LITTER SWEEP:**

- C. On behalf of City Council, Mayor Gibbons expressed appreciation to all City employees who participated in the City's Litter Free Lenoir NC campaign in conjunction with NCDOT's Litter Sweep and for being such outstanding examples to the community. It was noted that 125 bags of debris and garbage were collected. Mayor Gibbons also thanked volunteers of Waterlife Church for participating in picking up 20 bags of trash on Greenhaven Drive.

City Manager Hildebran echoed the Mayor's comments about the 50+ employees who volunteered to participate in this event. He stated this exemplified their "Service Beyond Measure" commitment to the City of Lenoir and its citizens.

Public Information Officer Joshua Harris, encouraged residents to pick up litter anywhere in Lenoir, take a picture, and post with #LitterFreeLenoirNC on the City's website at www.cityoflenoir.com. There are great prizes including a one-year family membership to the Lenoir Aquatic and Fitness Center, smoke alarms, Google home mini, gift certificates to Fercott Fermentables and Chix with Stix.

**SPECIAL RECOGNITION;
BLUE RIDGE ENERGY:**

- D. On behalf of City Council, Mayor Gibbons presented a proclamation to Tyler Reece, District Manager, and Jeff Benfield, Operations Manager, Blue Ridge Energy, proclaiming Wednesday, April 18 as "National Lineman Appreciation Day" throughout the City of Lenoir and Caldwell County.

A copy of the proclamation is hereby incorporated into these minutes by reference. (Refer to page 92).

Mr. Reece and Mr. Benfield thanked City Council for the recognition and expressed appreciation for the linemen and what they do for the community.

Ms. Robin Nicholson, Duke Energy, was unable to be present at the meeting to accept the proclamation.

Mayor Gibbons thanked them for their great partnership with the City.

II. MATTERS SCHEDULED FOR PUBLIC HEARINGS

III. CONSENT AGENDA ITEMS

A. Upon a recommendation by City Manager Hildebran, the following Consent Agenda items were submitted for approval:

1. Approval of Purchase; 1411 College Avenue: Approval of purchase of an 0.520468 acre lot (NCPIN#274-954-3967, Parcel ID#06-44-3-2, located at 1411 College Avenue (between the former Depot building and Unity Park) and owned by North Carolina Direct, Inc. (c/o Timothy V. Wright) for the current tax value of \$14,400.00.
2. Proclamation; National Lineman Appreciation Day: Approval of a proclamation proclaiming Wednesday, April 18 as "National Lineman Appreciation Day" throughout the City of Lenoir and Caldwell County for the staff of Blue Ridge Energy and Duke Energy as requested by Robin Nicholson, District Director, Duke Energy.

Upon a motion by Councilmember Stevens, Council voted 6 to 0 to approve the above listed items on the Consent Agenda as submitted by City Manager Hildebran.

IV. REQUESTS AND PETITIONS OF CITIZENS

V. REPORTS OF BOARDS AND COMMISSIONS

VI. REPORT AND RECOMMENDATIONS OF THE CITY MANAGER

A. Items of Information

SPRING TRASH

- BASH WEEK:**
1. The Sanitation Division's Annual Spring Trash Bash Week will be held the week of April 16 through 20. Citizens are encouraged to participate. Note: The NCDOT's annual Litter Sweep ends on Saturday, April 28.

BOOTLEGGER 100

BIKE RACE: 2. The Bootlegger 100 Bike Race will be held on Saturday, April 21 beginning at 8:00 a.m. in downtown Lenoir.

PLANNING

BOARD: 3. The Planning Board will meet on Monday, April 23 at 5:30 p.m. at City Hall, Third Floor, former Council Chambers. The City Council Meeting of Tuesday, May 1 will also be held at City Hall due to early voting.

COMMITTEE OF THE

WHOLE: 4. The Committee of the Whole will meet on Tuesday, April 24 at 8:30 am. at City Hall, Third Floor, former Council Chambers.

GOOGLE GRAVITY

GAMES: 5. The annual Google Gravity Games are scheduled for Saturday, April 28 beginning at 9:30 a.m. in downtown Lenoir with the addition this year of Feet off the Street Fun Fest that includes inflatables, bungee jumping, music, cruise-in, food trucks and a NASCAR simulator.

MAYOR'S PRAYER

BREAKFAST: 6. Mayor Gibbons reported the annual Mayor's Prayer Breakfast in conjunction with the National Day of Prayer, is scheduled for Thursday, May 3 at 8:00 a.m. at First Baptist Church located at 304 Main Street in downtown Lenoir. Mr. John Cooper, owner of Mast General Store, is the guest speaker. Tickets are \$10.00 and available at City Hall.

CALDWELL IS

HIRING: 7. The annual Caldwell is Hiring Event is scheduled for Monday, May 7 beginning at 9:00 a.m. until 1:00 p.m. at the J.E. Broyhill Civic Center. Twenty companies are registered with over 1,500 jobs are available for interested candidates.

UPDATE; WESTVIEW STREET

SINKHOLE: 8. Jared Wright, Public Works Director, presented an update on the sinkhole on Westview Street. Director Wright stated the Street Department discovered the sinkhole while on a routine brush pick-up. The sinkhole is adjacent to a drainage structure that is approximately 17' deep and Staff is exploring options for trenchless repairs if possible or excavation.

Director Wright reported he met with a contractor prior to tonight's meeting to get a cost estimate for additional camera footage of the pipe. It was noted some deterioration was found inside the structure, but the pipe going across the road appears to be okay. Additional information will be submitted in the near future.

B. ITEMS FOR COUNCIL ACTION

SERVICE AGREEMENT; METERSYS ADVANCED METERING SOLUTIONS:

1. City Staff recommends City Council approve entering into a Service Agreement with Meter SYS Advanced Metered Solutions in the amount of \$29,730.00 to undertake Task Order 2, Solicitation and procurement for the metering reading system.

A copy of the agreement is hereby incorporated into these minutes by reference. (Refer to pages 93-106).

Upon a motion by Mayor Pro-Tem Willis, Council voted 6 to 0 to approve the Service Agreement between the City of Lenoir and Meter SYS as recommended by City Staff.

VII. REPORT AND RECOMMENDATIONS OF THE CITY ATTORNEY

VIII. REPORT AND RECOMMENDATIONS OF THE MAYOR

NOTIFICATIONS; AUTHORITIES, BOARDS & COMMISSIONS:

- A. Mayor Gibbons announced the City is still accepting applications for the vacant positions on the Lenoir Planning Board, Parks and Recreation Advisory Board and the Lenoir Business Advisory Board. He stated he plans to submit recommendations next month.

Mayor Gibbons recommended that Barbara Weiller be re-appointed to the Lenoir Business Advisory Board and James Bradshaw, Mac Martin, and Tim Scobie be re-appointed to the Board of Adjustments. These re-appointments were announced at the April 3 City Council Meeting. Mayor Gibbons further recommended that Leah Hamilton and Jeff Church, Planning Board members, also be appointed to fill the two vacant seats on the Board of Adjustments.

He reported that Merlin Perry is stepping down from the Board of Adjustments but will continue to serve on the Planning Board. It was noted the Mattie Patterson is retiring from both the Planning Board and Board of Adjustments.

Upon a motion by Mayor Pro-Tem Willis, Council voted 6 to 0 to approve all of the above listed board re-appointments and appointments as listed in paragraph 2 and as recommended by Mayor Gibbons.

IX. REPORT AND RECOMMENDATIONS OF COUNCILMEMBERS

X. ADJOURNMENT

- A. There being no further business, the meeting was adjourned at 6:26 p.m.

Shirley M. Cannon, City Clerk

Joseph L. Gibbons, Mayor



CITY MANAGER
SCOTT E. HILDEBRAN

CITY OF LENOIR
NORTH CAROLINA
PROCLAMATION

MAYOR
JOSEPH L. GIBBONS

CITY COUNCIL
J. T. BEAL
T. H. PERDUE
J. I. PERKINS
T. J. ROHR
D. F. STEVENS
C. D. THOMAS
B. K. WILLIS

IN HONOR AND RECOGNITION OF

NATIONAL LINEMAN APPRECIATION DAY

WHEREAS, linemen are often first responders during storms and other catastrophic events, working to make the scene safe for other public safety heroes; and

WHEREAS, linemen work with thousands of volts of electricity high atop power lines 24 hours a day, 365 days a year, to keep electricity flowing; and

WHEREAS, linemen must often work under dangerous conditions far from their families to construct and maintain the energy infrastructure of the United States; and

WHEREAS, linemen put their lives on the line every day with little recognition from the community regarding the danger of their work; and

WHEREAS, the City of Lenoir further recognizes and honors the significant and dangerous work of all the dedicated line work support personnel, engineering staff, work management group and vegetation management (tree) crews,

NOW, THEREFORE, I, Joseph L. Gibbons, Mayor of the City of Lenoir, and on behalf of the Lenoir City Council, do hereby proclaim Wednesday, April 18 as "*National Lineman Appreciation Day*" throughout the City of Lenoir and Caldwell County and urge all citizens to thank the linemen and supporting staff of Blue Ridge Energy and Duke Energy for all they do for our citizens that enables us to enjoy health, safety, comfort and quality of life every day.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Lenoir, North Carolina to be affixed this the 17th day of April, 2018.

SEAL

Joseph L. Gibbons, Mayor

ATTEST:

Shirley M. Cannon, City Clerk





City of Lenoir Public Utilities - Task Order 2

Scope of Work: AMI Technology Procurement



MeterSYS
703 West Johnson Street
Raleigh, North Carolina 27603
844.881.8685
www.MeterSYS.com

**Master Services Agreement Exhibit A
Task Order Approval Worksheet**

Task Number	Approval Date	Issued By																
Col2018-1		Andy Honeycutt																
Program Name	Program Description	MS Workbook Reference																
City of Lenoir Utility Advanced Metering	Procurement of AMI Technologies for the City of Lenoir Public Utilities Department	2018.06.002																
Task Cost	Start Date	Target Completion Date																
\$29,730*	4/16/18	08/15/18																
Resources and Rates Assigned	Task Milestone Summary from Scope of Work																	
Andy Honeycutt \$175 Lauren Brown \$150 Cassius Williams \$130 Rodger Sauls \$125 Lisa Nguyen \$110 Alfre Wimberley \$85	<table border="0"> <tr> <td>I. Requirements Analysis</td><td>\$2,960</td></tr> <tr> <td>II. RFP Development</td><td>\$5,950</td></tr> <tr> <td>III. RFP Solicitation and Management</td><td>\$5,770</td></tr> <tr> <td>IV. Response Evaluation</td><td>\$5,640</td></tr> <tr> <td colspan="2"><u>Authorization to Proceed</u></td></tr> <tr> <td>V. Solution Negotiation</td><td>\$2,480</td></tr> <tr> <td>VI. Terms and Conditions Processing</td><td>\$4,020</td></tr> <tr> <td>VII. Contract Award and NTP</td><td>\$2,900</td></tr> </table>		I. Requirements Analysis	\$2,960	II. RFP Development	\$5,950	III. RFP Solicitation and Management	\$5,770	IV. Response Evaluation	\$5,640	<u>Authorization to Proceed</u>		V. Solution Negotiation	\$2,480	VI. Terms and Conditions Processing	\$4,020	VII. Contract Award and NTP	\$2,900
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VII. Contract Award and NTP	\$2,900																	
Task Scope Summary: In coordination with the City Team, develop detailed requirements aligned with feasibility analysis and include in Request for Proposals document. Issue RFP and represent City in all aspects of procurement efforts including bidder responses, tabulations, shortlisting, and due diligence. Upon approval of City to proceed, negotiate with preferred vendor for best pricing, terms, and conditions, and finalize contract documents.																		
Schedule of Values: Refer to Project Scope of Work. <i>*Total Task Order value includes reimbursement of mileage and City authorized expenses. The Total Task Order Value does not include a commission of 25% of total savings for vendor contract value negotiated reductions.</i>																		
<table border="0"> <tr> <td>Delivered by _____</td> <td>Date _____</td> </tr> <tr> <td>MeterSYS</td> <td></td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>Approved by _____</td> <td>Date _____</td> </tr> <tr> <td>City of Lenoir, NC</td> <td></td> </tr> </table>			Delivered by _____	Date _____	MeterSYS				Approved by _____	Date _____	City of Lenoir, NC							
Delivered by _____	Date _____																	
MeterSYS																		
Approved by _____	Date _____																	
City of Lenoir, NC																		

Exhibit B Assumptions

Assumptions related to in-scope services and/or components include:

- The project starting target will be on or about April 16, 2018. MeterSYS and the City project team members will work onsite at City facilities and/or MeterSYS facilities to support the engagement as needed to meet project schedules and milestones with a target completion date for Task 2 of August 15, 2018.
- The project scope contained within this proposal is based on a general understanding of the City metering environment and is consistent with other projects in both size and scope. As the proposal task pricing is fixed, any adjustments to scope will require an amendment of scope and pricing. Additionally, any delays resulting from internal resource constraints, vendor responsiveness, decision-making, or other conflicts beyond the control of MeterSYS will impact project costs and schedule.
- The City will make available to the firm all relevant information so that a comprehensive assessment may be performed. This information shall be provided in a timely manner to not adversely influence the approved project plan and schedule.
- The City will appoint a Project Lead for the City whom will serve as the primary point of contact for the MeterSYS throughout the engagement. The Project Lead will assist in organizing the participation of staff, management, and stakeholders as needed. The Project Lead will facilitate the operational planning process and the achievement of goals and objectives of the project.
- The City and its project sponsors and team members will assume a proactive role in actively participating in project objectives, milestones, and defined project responsibilities.
- The City will provide a timely decision-making, issue resolution and escalation process to prevent delays in the progress of the project. The City project team will be empowered to make critical and necessary decisions to expedite resolution of issues.
- Over the course of the project, the City will provide adequate working facilities, and support equipment such as telephones, photocopiers and internet access for the team members and consultants onsite.

Exhibit C

Task Order Summary Worksheet

MeterSYS Task Worksheet: City of Lenoir

[illegible]

**Total Task Order value includes reimbursement of mileage and City authorized expenses. The Task Order Value does not include an allowance for commission of 25% of total savings for vendor contract value negotiated reductions.*

Exhibit D Scope of Work

The following activities summarize the Scope of Work to be performed by MeterSYS for the City of Lenoir related to solution procurement for advanced metering. The MeterSYS team has supported utilities across the southeast in feasibility analysis, procurement, and project management for advanced metering projects. Our methodologies applied for the recruitment and selection of advanced metering technologies ensures the City of Lenoir will engage a metering partner that best reflects the requirements for City utility operations.

Through this process, MeterSYS will provide all coordination and support of bid packet development and issuance as well as the review, shortlist processing, selection, and contracting. Our team will be coordinating with members of the Selection Committee appointed by the City throughout the process.

The following summarizes the major categories of the procurement implementation plan for the City of Lenoir:

Vendor Bid Solicitation

Solutions Requirements Analysis	30 Days	\$2,960
RFP Development and Authorization for Issuance	45 Days	\$5,960
Proposal Solicitation, Specifications Q&A Processing, Compliance Oversight	45 Days	\$5,770
Response Evaluation, Scoring, Shortlisting, Vendor/Due Diligence, Weighted Vendor Selection	30 Days	<u>\$5,640</u>
Subtotal		\$20,330
Notice to Proceed- Contracting (Requires City Approval)		
Preferred Solution Negotiation	15 Days	\$2,480
Vendor/City Contract Terms and Conditions Development	15 Days	\$4,020
Contract Award and Notice to Proceed	15 Days	<u>\$2,900</u>
Subtotal		\$9,400
Total		\$ 29,730*

**The Task Order value in the amount of \$29,730 does not include direct reimbursable expenses including mileage and other travel related expenditures. The total Task Order value is subject to approval by the City to proceed with vendor negotiation and contracting and, therefore, is contingent on City direction for consulting work beyond vendor solicitation in the amount of \$20,330.*

The Task Order value does not represent an applicable 25% commission for all reductions in vendor bid unit costs resulting from the efforts and negotiations of MeterSYS team members without any deviations in products or services presented in the original proposals from vendors.

Procurement Program Work Plan

MeterSYS recently completed a Feasibility Analysis that provided the business case for the City to pursue the adoption of AMI to provide enhanced customer service, real-time data analytics, and automated meter reading for the utility. After receiving approval from City Council to move forward with procurement, MeterSYS offers the support of our key project management experts to guide the City through RFP creation, through implementation. Our Procurement Services are designed to provide advisory services that will augment internal City resources.

Solution Selection Program of Work - Task Order 2



MeterSYS aims to minimize staff resources and have designed a requirements worksheet and feedback approach to refining our already robust RFP document and can confidently create this using the results of the analysis that can then be further refined by the collective team through in-person work sessions. Our approach is to promote transparency and competition, while reducing exposure and risk to the City, and we operate as extension of City staff through this process, ensuring all procurement regulations are complied with and serving as an advocate for the City.

MeterSYS provides:

- ✓ Refinement of contract stipulations to tailor RFP draft to City requirements and requests
- ✓ Development of requirements for software functionality and integration points
- ✓ Management of vendor communications and outreach
- ✓ Facilitate site visits, vendor presentations, and other ancillary evaluation activities as directed by the City
- ✓ Development of custom grading matrix and evaluation procedures for the City of Lenoir
- ✓ Negotiated cost and contract terms with selected vendor

Step 2- RFP Development, Issuance, and Response Review

Effective advanced metering is the result of detailed requirements determination specific to the operational and financial requirements of the City. Requirements define the unique functionalities of meter equipment, AMI networking, meter data management, and detailed customer data access applied to utility goals.

SYSTEM REQUIREMENTS

Minimum Criteria

Any Vendor submitting a proposal must satisfy the following minimum criteria. Proposals which do not demonstrate compliance with the minimum criteria will not be considered. Check all requirements met under proposal and note any requirements remaining unchecked on the exceptions section of the response.

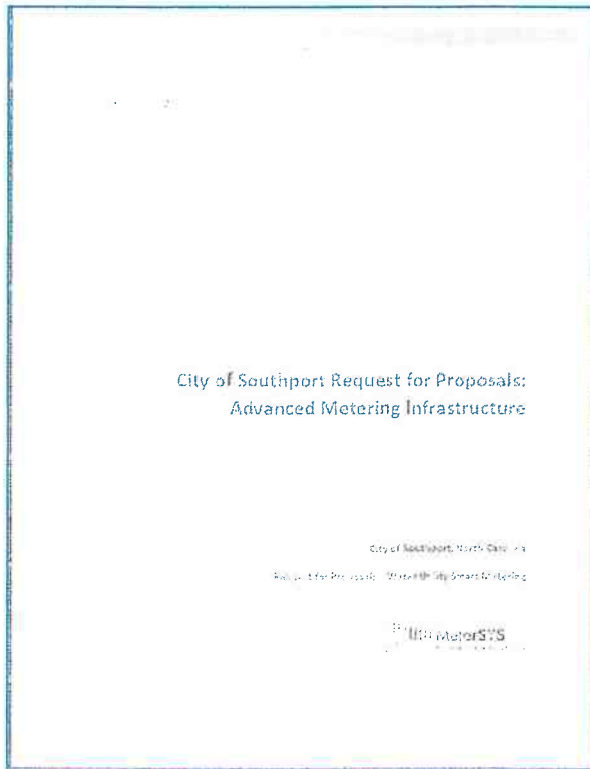
- ☐ The proposed system must operate as a point to point (star) or cellular communication. No mesh RF type systems will be accepted.
- ☐ The proposed system shall be fully two-way all the way to the metering endpoint, allowing for reading and programming of the endpoint remotely.
- ☐ The proposed AMI system must have future capabilities of being able to communicate with and operate a remote shut-off valve.
- ☐ The proposed system must provide for leak detection on the customer side, and help support leak detection capabilities on the distribution side.

The actions of this Step articulate City utility objectives for:

- ✓ Professional Services (Program Management, Engineering & IT Services, Installation Services, etc.)
- ✓ Hardware (Water Meters, Radio Endpoints, AMI Network, Remote Disconnect, Leak Sensor, IoT)
- ✓ Software (Licensing, Servers, Storage, etc.)
- ✓ Annual Maintenance and Support

- **Identify Requirements**

- Business operations
- Systems and applications (software)
- Meter specifications
- Systems integration planning
- Installation and quality controls
- Network Design
- Meter Data Management functions and customer portal access



- **RFP Development and Authorization for Issuance**

- **Proposal Solicitation, Specifications Q&A Process, Compliance Oversight**

- **Response Evaluation, Scoring, Shortlist, Vendor/Design Due Diligence**

Building detailed specifications that represent the City's requirements for operations, performance quality, meter data management, training, implementation and service support

Actively recruit qualified vendors responsive to requirements and bid specifications authorized by the City. Respond to bid inquiries and requests for clarification. Ensure bid process is successfully executed compliant with statutes and local purchasing requirements.

Vendor Q&A, Evaluate RFPs, Cost Normalizing, Short List Interviews, Reference Checks

Step 2: Vendor Selection and Contracting

MeterSYS solicitation of qualified bid responses containing the following:

- Vendor Contracting Samples
- Testing Phase / Project Scope Approach
- Application Architecture
- OpEx and CapEx Detailing
- Bid Exceptions Analysis
- Project Schedule Compliance
- References and Qualifications
- Technical Sheets
- Corporate Stability/Market Presence

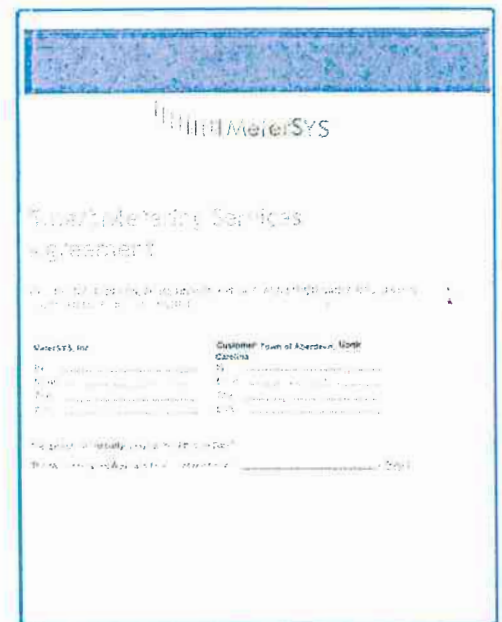
		Section Weight	Total Points (1-4)	
Score 1 (Top 2 Determine Short List)	Evaluation Section/Factor			
	Proposed Design	60	4	230
	Integrated Meter/Endpoint Solution with 2-wire	20	4	80
	Network Design (Minimized Infrastructure is Preferred)	15	4	60
	MDMS and Customer Portal	10	4	30
	System Functional Expandability/Future Technology	5	4	20
	Equipment Specs / Warranty Info/ Exceptions	5	4	20
	Installation Qualifications	5	4	20
	Similar Projects / Experience	10	4	30
	Pricing	30	4	120
Total Score 1		100		380
Score 2	Oral Presentation	10	4	40
	References/Site Visits	20	4	80
Total Score 2				120

Actions During RFP Process

- Legal/Purchasing Review(s)
- Evaluation Committee formation: Selection Criteria/Process Development
- Cost Normalizing and Weighted Criteria Matrix Development
- Response Due Diligence/Validation
- Shortlisting and Interviews
- Final Offering Negotiations

Vendor Contract Negotiations

- Focus efforts in vendor due diligence, bid comparison analysis, price and asset negotiations, and best value determinations
- Typical 30-60 day vendor contracting and client approval cycle
- Must contain clear SOW and strong performance Significant oversight required to define software and meter/network installation terms and conditions
- Negotiations include defining future operational costs, training quality, and warranty management processes.



Task Descriptions:

- **Vendor Contract Terms and Conditions Development**
Articulate mutually accepted T&Cs and performance requirements in contract document.
- **Contract Award and Notice to Proceed**
Facilitate utility formal award of contract and execution of contract document. Issue notice to proceed and develop initial project timeline that will serve as basis for project plan.

AUTHORIZATION BY METERSYS:

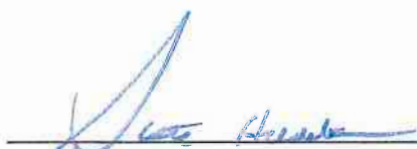
The scope of work contained in Task Order 2 as noted herein is authorized by:

Andy Honeycutt, Managing Director
MeterSYS

Date

ACCEPTANCE BY THE CITY OF LENOIR:

Task Order 2: Procurement Services- Advanced Metering



Authorized Representative
City of Lenoir

4/18/2018

Date

"This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act"



City of Lenoir Finance Officer

4-18-18

Date

Exhibit E Future Phase III – Project Management Services

Project Management

Technology projects of this type require significant capital investment by the utility which reinforces the critical importance that the City's advanced metering conversion project managed by an experienced and focus team of metering professionals dedicated to the evaluation and deployment of metering systems for water utilities. Predictability and quick response issue resolution coupled with experienced implementation with meter vendors and distributors creates a continual improvement culture through the project manager to the project team. For the City, it will be vitally important for the success of the project to engage a project manager that is dedicated to advocacy for the water utility in all aspects of the project implementation plan and is experienced in working with public utilities for compliance and public/customer service. Effective project management includes the following elements of accountability:

Project Planning: Development of a detailed project plan, which is used to guide and control all tasks and services associated with the project. The project plan identifies each individual task via a detailed work breakdown structure that includes the level of effort required to complete tasks, a timeline for completion of tasks, dependencies (predecessor and successor relationships), responsible party (vendor, client, etc.) and the current status of each task.



Beaufort County Water Department - Task Order 2
Scope of Work: AMI Implementation Project
Management

Project Communications: Creating and maintaining open communications among all stakeholders and vendors is critical to success. Effective project management will lead formal, re-occurring status meetings with the core team members to ensure that the project tracks to the milestones set forth in the project plan. Additionally, the project manager is in constant communication with various project participants, following up on action items and work products, and fielding questions on a daily basis.

400 MeterSYS

400 MeterSYS
11/17/2018 10:00 AM
Beaufort County Council
11/17/2018 10:00 AM
11/17/2018 10:00 AM

MeterSYS utilizes several administrative tools to communicate program status and these tools assist in initiating and tracking projects, capturing data, storing and sharing project documents, maintaining schedules, scheduling events, reporting results and publishing documentation related to each project and task.

Records/Document Control: Effective project management demands the necessity of document control for accountabilities, goal tracking, regulatory compliance, and archival purposes and is managed generally through a document control system that requires contributors to submit to the check-in/check-out process. Change control is strictly enforced and a team member (typically the project coordinator) is responsible for handling documents. Each document is identified, and every version of each document must pass through this person.

Client-based Advocacy and Internal Reviews: The Project Plan requires the review process in order to keep projects on target and the goals of the client in the forefront. The Project Manager conducts an

internal review to ensure that scope, costs and timeline are being managed appropriately. Documents are submitted for team review to ensure completeness before being submitted to management for final review and approval. Each document is reviewed by the Management Team and Executive Team to ensure completeness and accuracy.

Program Communications: For the City, internal and external communications will be a key aspect of the planning and execution plan for advanced metering. The organizational culture will define the criteria by which both groups receive information, the format for communication, the frequency of information shared, the level of detail required, and special considerations such as conservation initiatives supported by the program, costs and benefits of the capital project, customer service advantages, and billing accuracy.

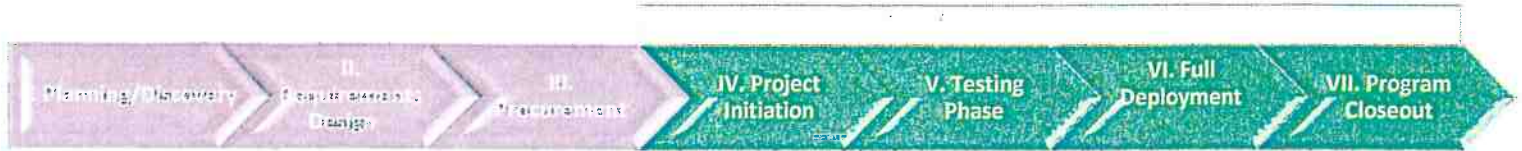
A detailed communications plan will be developed in cooperation with Utility staff and involves press releases, website project information, privacy and security, RF safety, solution benefits, notification of meter change, information sheets, and product specification information.

Technology and Systems Interfacing: AMI systems will potentially interface with other City information systems and always with the utility billing module. Prior to installation, a coordinated effort is made between the project manager, the meter vendor, and the billing software company to develop specific requirements and data transfer interfaces for uploading the Customer Information System (CIS) into the Meter Data Management System (MDMS) for reading, alerts flagging, and alarms. Most of the read data quality control is performed in the MDMS before downloading back to the CIS for billing. Additionally, the manual work order processes within the City will require coordination to determine the business process for field service orders and other activities that may be tracked in MDMS but ultimately should tie back to CIS.

Information Technology planning for AMI involves identification of business processes that will use AMI data, defining the information required, establishing data definitions and standards, determining which systems will store master data for radios and meters, and defining the system architecture. Protocols for synchronizing databases, handling and resolving data anomalies, ensuring cybersecurity, backing up and archiving data, installing and testing software patches and upgrades, developing and testing new applications, and maintaining operating systems and servers, are all part of IT planning for AMI.

Installation Management and Performance Indicators: For the City, installation management tied to performance indicators will drive compliance with rigid requirements for route acceptance and ultimately system acceptance upon completion of install. These checkpoints and management efforts will limit the number of unplanned occurrences and provide quantifiable measurements for field customer complaints and issues, troubleshooting and non-reporting radios, non-standard installation management, retro-fitting options, meter pit and vault issues, production rates against the project plan, equipment inventory controls, network optimization, and CIS data discrepancies. The project plan for implementation and installation management includes four key actions:

Project Management Program of Work - Task Order 3



Step IV: Project Initiation and Team Infrastructure Development - This Step is the official “kick-off” of the Implementation Phase and the critical foundation for an effective deployment and operation. Step 1 engages City Staff, the Meter Vendor, the Distributor, the Installer, and the Project Manager through collaborative project planning, milestone scheduling, roles and responsibilities, and project “housekeeping.” Goals of this step include:

- Project infrastructure development (Team Infrastructure Development, Project Plan Acceptance, Communication Planning)
- Define work flows and work order management procedures
- Development of the **Project Execution Plan**: Governing document on how an AMI Project will be managed

Step V: Testing Phase - The majority of the project complexities occur during the testing phase. This action challenges through implementation the roles of each team member, compliance with project contract service levels, effective integrations, and proper equipment lead-time management.

- Develop and test the connectivity between a small number of test meters, the AMI Headend and the meter data managementsystem
- Order and test integration with utilitybilling

Step VI: Full Deployment - Once the system functionality and new business processes have been tested, verified, and accepted, deployment of hardware can begin on a large scale.

- Full system functionality is available with acceptance gates to release devices into the automated billing process
- Full Deployment is typically managed as a formal construction project with the intent to minimize interruption to daily operations

Step VII: Program Closeout - To ensure the Utility is capturing the return on its AMI investment, a Project Closeout program is implemented to track the benefits the organization is realizing from the AMI system as well as track project financials and deliverables against the vendor agreements. This program will inform on the performance of the organization and the system; identifying strengths and areas for improvement. The Utility can then utilize this information to make operational adjustments to ensure performance.

Develop / Implement Performance Measurement System

- Translate Assessment Goals and Objectives into KPIs
- Define KPI collection and transfer process
- Develop appropriate PMS Dashboard/Reporting system

Step VIII: Post- Deployment System Management Services- The most important period of transition for advanced metering occurs after the technology solution has been deployed. This time presents a unique opportunity for the organization to track effectiveness of training, efficiencies gained through automation, and proper systems settings for realized field occurrences.

Summary:

The City is not engaging in a meter replacement project, but rather a major change management program of work that influences all aspects of the metering and billing process. Through City investments, the Utility will make significant technological enhancements to field and back-office operations, which will have significant positive impacts to Finance, IT, Public Works, and Customer Service, as well as asset and resource management. The proposed City of Lenoir AMI project has a 24-month timeline, which will benefit greatly from having continuity of resources and focused delivery, best achieved through a competent and dedicated project management team that specializes in AMI technology delivery. MeterSYS is prepared to dedicate project management resources for the entirety of the AMI program of work and is committed to achieving system performance and providing project financial management, ultimately delivering an AMI solution that is sustainable.

The MeterSYS team applies our procurement and project management methodologies consistently in order to achieve predictability of selection and installation for optimal performance of the AMI system. We have established a true *best practices* environment through our firm's vast experience providing a diverse set of project management services to clients. It is the overarching goal of each project managed by MeterSYS to seek cooperative solutions between the vendor, the installation/construction team, operational staff, and utility management, while always representing the interests of the utility. MeterSYS has significant experience and a proven track record in crafting and executing these cooperative solutions, with efforts that are designed to achieve the highest return of service for the investments made by the City on behalf of its citizens and customers.

The City of Lenoir AMI Implementation will involve multiple vendors with independent and often competing objectives. MeterSYS has the combined program management expertise to oversee these variables and will be responsible for ensuring the necessary solutions are implemented through effective program management. By combining our team's wealth of industry knowledge and Project Management Institute (PMI) approaches, we will reduce the organization's overall program risk. MeterSYS provides the City with structured Program Management to ensure that all project components are executed in an organized fashion. Our goal is to deliver a high-performing AMI metering system on schedule and within the program budget, while limiting the impacts to the City's internal staff during the 2-year project schedule.

About MeterSYS

Contact Information/ Company Officer	Andy Honeycutt, President and Managing Director 703 W. Johnson Street, Raleigh, NC 27603 (910) 690-7734
Business Focus	MeterSYS provides public water and electric utilities with full feasibility, procurement, and project implementation services with advanced metering technologies. Our Metering as a Service (MaaS) advanced metering solution services provide the client and the utility customer with the highest metering accuracy and reliability, desired operational efficiencies, advantageous operational data, and defined service levels performed by professional and highly trained staff.
Company Information	Honeycutt Consulting Group, LLC. DBA MeterSYS A North Carolina company organized in 2015 Company Headquarters: 703 W. Johnson Street, Raleigh, NC 27603
Services	Advanced Metering: Feasibility Design Procurement Project Management Business Process Analysis Capital Financing Systems Analytics Support System Management
Company Goal	To promote advanced metering technology adoption for small and mid-sized water and electric utilities and the partnership for design, build, finance, operate and maintain (DBFOM) between MeterSYS and the public utility.
Banking	First Bank, Southern Pines, North Carolina Bank of America, Pinehurst, North Carolina
Insurance and Bonding	UTICA Insurance
Legal	Brooks Pierce 115 North 3rd Street, Suite 301 Wilmington, NC 28401 T 910-444-2010 F 336-232-9061 http://www.brookspierce.com

Re-Appointment

Foothills Regional Airport Authority (for consideration of approval on May 1)

Charles Thomas 2-year term

Announcement of New Appointments (for consideration of approval on May 15)

Parks and Recreation Advisory Board

Daryl Lipford 3-year term

Planning Board

Lemuel Patterson 4-year term

Lenoir Business Advisory Board

Jennifer Indicott 3-year term