California Energy Commission
October 18, 2023 Business Meeting
Backup Materials for Agenda Item No 14:
Smartville, Inc.

The following backup materials for the above-referenced agenda item are available in this PDF packet as listed below:

1. Proposed Resolution
2. Grant Request Form
3. Scope of Work

RESOLUTION NO: 23-1018-14

STATE OF CALIFORNIA

STATE ENERGY RESOURCES
CONSERVATION AND DEVELOPMENT COMMISSION

RESOLUTION: **Smartville, Inc.**

RESOLVED, that the State Energy Resources Conservation and Development Commission (CEC) adopts the staff CEQA findings contained in the Agreement or Amendment Request Form (as applicable); and

RESOLVED, that the CEC approves agreement EPC-23-016 with Smartville, Inc. for a $1,499,995 grant to demonstrate two second life battery energy storage systems, extend cycle life, and establish low-rate initial production of these systems using a modular battery assembly at two locations in Carlsbad and Fresno. This is a federal cost share grant leveraging $5,999,525 of Bipartisan Infrastructure Law funding from the U.S. Department of Energy; and

FURTHER BE IT RESOLVED, that the Executive Director or their designee shall execute the same on behalf of the CEC.

CERTIFICATION

The undersigned Secretariat to the CEC does hereby certify that the foregoing is a full, true, and correct copy of a resolution duly and regularly adopted at a meeting of the CEC held on October 18, 2023.

AYE:
NAY:
ABSENT:
ABSTAIN:

Dated:

_____
Kristine Banaag
Secretariat

STATE OF CALIFORNIA
CALIFORNIA ENERGY COMMISSION

CEC-270 (Revised 9/2022)

GRANT REQUEST FORM (GRF)

A. New Agreement Number

IMPORTANT: New Agreement # to be completed by Contracts, Grants, and Loans Office.

New Agreement Number: EPC-23-016

B. Division Information

1. Division Name: ERDD
2. Agreement Manager: Bryan Lee
3. MS-:43
4. Phone Number: 916-776-0786

C. Recipient's Information

1. Recipient's Legal Name: Smartville, Inc.
2. Federal ID Number: 84-2188846

D. Title of Project

Title of project: Low-Cost and Scalable Second Use Battery Demonstration in Central California for Equitable United States Based Manufacturing and Job Growth

E. Term and Amount

1. Start Date: 11/15/2023
2. End Date: 11/16/2026
3. Amount: $1,499,995.00

F. Business Meeting Information

1. Are the ARFVTP agreements $75K and under delegated to Executive Director? No
2. The Proposed Business Meeting Date: 10/18/2023 .
3. Consent or Discussion? Discussion
4. Business Meeting Presenter Name: Bryan Lee
5. Time Needed for Business Meeting: 5 minutes.
6. The email subscription topic is: EPIC (Electric Program Investment Charge).

Agenda Item Subject and Description:

Smartville, Inc. Proposed resolution approving agreement EPC-23-016 with Smartville, Inc. for a $1,499,995 grant to demonstrate two second life battery energy storage systems, extend cycle life, and establish low-rate initial production of these systems using a modular battery assembly at two locations in Carlsbad and Fresno, and adopting staff's determination that this action is exempt from CEQA. This is a federal cost share grant leveraging $5,999,525 of Bipartisan Infrastructure Law funding from the U.S. Department of Energy. (EPIC Funding) Contact: Bryan Lee (Staff Presentation: 5 minutes)

G. California Environmental Quality Act (CEQA) Compliance

1. **Is Agreement considered a "Project" under CEQA?**
   Yes

   If yes, skip to question 2.

If no, complete the following (PRC 21065 and 14 CCR 15378) and explain why Agreement is not considered a "Project":

Agreement will not cause direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment because:

2. **If Agreement is considered a "Project" under CEQA answer the following questions.**

a) Agreement **IS** exempt?

Yes

Statutory Exemption?
No

If yes, list PRC and/or CCR section number(s) and separate each with a comma. If no, enter "None" and go to the next question.

PRC section number: None

CCR section number: None

Categorical Exemption?
Yes

If yes, list CCR section number(s) and separate each with a comma. If no, enter "None" and go to the next question.

CCR section number: Cal. Code Regs., tit. 14, § 15301, Cal. Code Regs., tit. 14, § 15303

Common Sense Exemption? 14 CCR 15061 (b) (3)
No

If yes, explain reason why Agreement is exempt under the above section. If no, enter "Not applicable" and go to the next section.

The objective of the project is to demonstrate, manufacture, and test a second life battery ESS (Energy Storage System). The ESS will be manufactured at an existing manufacturing facility and corporate headquarters in Carlsbad, California. The ESS will then be demonstrated at that Carlsbad location, as well as at an existing electric company in Fresno, California, for 12 months. Data gathered from the demonstration will be used to evaluate efficacy of the ESS.

California Code of Regulations, title 14, section 15301 provides that projects which consist of the operation, repair, maintenance, permitting, leasing, licensing, or minor alteration of existing public or private structures, facilities, mechanical equipment, or topographical features, and which involve negligible or no expansion of use beyond that existing at the time of the lead agency's determination, are categorically exempt from the provisions of the California Environmental Quality Act.

The manufacturing component of this project will occur at an existing manufacturing facility in Carlsbad, California, using existing equipment. The ESS will also be demonstrated at this same existing facility in Carlsbad – a commercial office space and attached warehouse currently used for manufacturing, research and development, and storage. At this site, a 500KWh second life battery ESS will be

installed, with an overall dimension of 25' L x 10' W. Expected alterations include upgrading existing electrical infrastructure to accommodate the battery ESS requirements, mounting the battery ESS to the existing concrete floor, and moving shelving to accommodate the battery ESS.

Demonstration in Fresno will deploy a 3MWh second life battery ESS at Wellhead Electric Company Inc.. This ESS will integrate with an existing onsite 70MW gas turbine generation and existing 3MW solar. At the Fresno site, 3 MOAB units (each approximately 15' L x 10' W x 10' T) and electrical control components will be installed outdoors, with an overall dimension of 68' L x 30' W. The Fresno site is an existing 62 MW gas-fired power station, with a 3 MW solar PV generation plant, and a 16 MWh lithium-ion battery energy storage system. The project will be adding storage capacity to the battery system that operates in support of the gas plant and will require minimal changes to the existing facility. Currently, the existing lot is graded dirt with existing PV generation and energy storage equipment. In addition to pouring the concrete pad, the battery ESS units and electrical control components will be mounted directly to the concrete pad approximately 68’ L x 30’ W. In addition to the concrete pad, electrical infrastructure such as conduit and wire runs will be installed if necessary. The project will consist of the pouring of a concrete pad on land which does not have vegetation No healthy, mature, scenic trees will be removed during the potential paving.
For these reasons, the proposed work will not have any significant effect on the environment and falls under section 15301.

California Code Regs., tit. 14, section 15303 provides that project which consist of construction and location of limited numbers of new, small facilities or structures; installation of small new equipment and facilities in small structures; and the conversion of existing small structures from one use to another where only minor modifications are made in the exterior of the structure, are categorically exempt from the provisions of the California Environmental Quality Act. At the Fresno site, 3 MOAB units (each approximately 15' L x 10' W x 10' T) and electrical control components will be installed outdoors, with an overall dimension of 68' L x 30' W. At the Carlsbad site, a 500KWh second life battery ESS will be installed indoors, with minor modifications to the existing facility, and with an overall dimension of 25' L x 10' W. For these reasons, the proposed work will not have any significant effect on the environment and falls under section 15301.

The project will not impact an environmental resource of hazardous or critical concern where designated, precisely mapped, and officially adopted pursuant to law by federal, state, or local agencies; does not involve any cumulative impacts of successive projects of the same type in the same place that might be considered significant; does not involve unusual circumstances that might have a significant effect on the environment; will not result in damage to scenic resources within a highway officially designated as a state scenic highway; the project site is not included on any list compiled pursuant to Government Code section 65962.5; and the project will not cause a substantial adverse change in the significance of a historical resource. Therefore, none of the exceptions to categorical exemptions listed in CEQA Guidelines section 15300.2 apply to this project, and this project will not have a

significant effect on the environment.

For these reasons, the proposed work will not have any significant effect on the environment and falls under sections 15301 and 15303.

b) Agreement **IS NOT** exempt.
IMPORTANT: consult with the legal office to determine next steps.

No

If yes, answer yes or no to all that applies. If no, list all as "no" and "None" as "yes".

Additional Documents	Applies
Initial Study	No
Negative Declaration	No
Mitigated Negative Declaration	No
Environmental Impact Report	No
Statement of Overriding Considerations	No
None	Yes

H. Subcontractors

List all Subcontractors listed in the Budget (s) (major and minor). Insert additional rows if needed. If no subcontractors to report, enter "No subcontractors to report" and "0" to funds. **Delete** any unused rows from the table.

Subcontractor Legal Company Name	CEC Funds	Match Funds
Rhombus Energy Solutions, Inc.	$ 815,000	$335,000
U.S. Department of Energy (National Renewable Energy Laboratory)	$ 0	$0
Board of Governors of the Colorado State University System	$ 0	$75,000
Utah State University	$ 0	$162,500
TBD (Site Design and Construction)	$207,501	$0

I. Vendors and Sellers for Equipment and Materials/Miscellaneous

List all Vendors and Sellers listed in Budget(s) for Equipment and Materials/Miscellaneous. Insert additional rows if needed. If no vendors or sellers to report, enter "No vendors or sellers to report" and "0" to funds. **Delete** any unused rows from the table.

Vendor/Seller Legal Company Name	CEC Funds	Match Funds

No vendors to report	**$0**	**$0**

J. Key Partners

List all key partner(s). Insert additional rows if needed. If no key partners to report, enter "No key partners to report." **Delete** any unused rows from the table.

Key Partner Legal Company Name
No key partners to report

K. Budget Information

Include all budget information. Insert additional rows if needed. If no budget information to report, enter "N/A" for "Not Applicable" and "0" to Amount. **Delete** any unused rows from the table.

Funding Source	Funding Year of Appropriation	Budget List Number	Amount
2021-2025 EPIC Program 4th Investment Plan	2021	301.001I	$ 1,499,995

TOTAL Amount: $ 1,499,995

R&D Program Area: EGRB: Transportation

Explanation for "Other" selection Not applicable

Reimbursement Contract #: Not applicable

Federal Agreement #: DE-EE0010406

L. Recipient's Contact Information

1. Recipient's Administrator/Officer

Name: Michael Ferry

Address: 2151 Las Palmas Dr

City, State, Zip: Carlsbad, CA 92011-1525

Phone: 510-305-2944

E-Mail: mferry@smartville.io

3. Recipient's Project Manager

Name: Megan Lioyd

Address: 2151 Las Palmas Dr Ste D

City, State, Zip: Carlsbad, CA 92011-1575

Phone: 432)599-1829

E-Mail: megan@smartville.io

M. Selection Process Used

There are three types of selection process. List the one used for this GRF.

Selection Process	Additional Information
Competitive Solicitation #	GFO-21-901r3
First Come First Served Solicitation #	Not applicable
Other	Not applicable

N. Attached Items

1. List all items that should be attached to this GRF by entering “Yes” or “No”.

Item Number	Item Name	Attached
1	Exhibit A, Scope of Work/Schedule	Yes
2	Exhibit B, Budget Detail	Yes
3	CEC 105, Questionnaire for Identifying Conflicts	Yes
4	Recipient Resolution	No
5	Awardee CEQA Documentation	No

Approved By

Individuals who approve this form must enter their full name and approval date in the MS Word version.

Agreement Manager: Bryan Lee

Approval Date: 9/7/2023

Branch Manager: Reynaldo Gonzalez

Approval Date: 9/9/2023

Director: Reynaldo Gonzalez for Cammy Peterson

Approval Date: 9/9/2023

EXHIBIT A
Scope of Work
Smartville, Inc.

I. TASK ACRONYM/TERM LISTS

A. Task List

Task #	CPR[1]	Task Name
1		General Project Tasks
2	X	Modular Battery Assembly Second Life ESS Engineering and Design Iteration
3	X	Modular Battery Assembly Low-Rate Initial Production
4		Install and Conduct 12-Month Technology Demonstrations
5		Community Outreach
6		Evaluation of Project Benefits
7		Technology/Knowledge Transfer Activities

B. Acronym/Term List

Acronym/Term	Meaning
BOM	Bill of Materials
CAM	Commission Agreement Manager
CAO	Commission Agreement Officer
CEC	California Energy Commission
CPR	Critical Project Review
ESS	Energy Storage System
EV	Electric Vehicle
Li-ion	Lithium-ion
LRIP	Low-Rate Initial Production
MOAB	Modular Assembly Battery
NRTL	Nationally Recognized Testing Laboratory
Recipient	Smartville, Inc.
SOA	State-of-the-Art
SOH	State-of-Health
TAC	Technical Advisory Committee

II. PURPOSE OF AGREEMENT, PROBLEM/SOLUTION STATEMENT, AND GOALS AND OBJECTIVES

A. Purpose of Agreement

The purpose of this Agreement is to fund the implementation of two second life battery Energy Storage System (ESS) demonstration projects and establish low-rate initial production of a second life energy storage system using a modular battery assembly. The development under this project will achieve minimum 30% second life ESS cycle life extension compared to current

[1] Please see subtask 1.3 in Part III of the Scope of Work (General Project Tasks) for a description of Critical Project Review (CPR) Meetings.

available technologies in the lithium-ion market, and unique second life battery pack integration hardware design.

B. Problem/ Solution Statement

Problem
California's 2030 goal of 5 million zero-emission vehicles on California roads will subsequently increase the number of lithium-ion (Li-ion) electric vehicle (EV) batteries that will be retired from vehicle application. When retired, most of these batteries will not have reached their end of life but are rather no longer fit for the strenuous application of powering a vehicle. However, these batteries are better suited to be repurposed for stationary energy storage applications. Therefore, this work under this Agreement proposes to help to create a circular economy for Li-ion EV batteries, while improving upon California's grid resiliency.

Typical State-of-the-Art (SOA) repurposing solutions implement a used battery 'binning' approach wherein batteries must be tested individually to grade available capacity and then stored until end-product integration. This approach, however, fails to effectively guarantee long-term battery performance and thus lacks commercial viability and scalability.

Solution
The Recipient has developed a sustainable and scalable EV battery repurposing and reusing solution approach. The Recipient's repurposing facility will receive, store and interconnect batteries for dynamic stockpile management, precision cycling, repurposing, and the provision of energy storage services. This process enables control of each battery to improve uniformity, offset calendar aging, and establish data-backed health prognostics to warranty long-term performance in secondary applications. This new repurposing process is both more cost-effective and more reliable than the traditional 'binning' approach.

Once the batteries have been conditioned and have passed the Recipient's quality tests, they will be integrated into a Modular-Assembly-Battery (MOAB) energy storage building block at the Recipient's site. The Recipient's MOABs are equipped with vertically-integrated power interfaces that can be adapted to battery packs from multiple EV makes and models. Equipped with the Recipient's innovative life-balancing control technology and advanced data intelligence, MOABs provide reliable, low-cost, and safe energy storage for a wide range of applications, while offering the lowest carbon footprint of any similar product in the market.

Once assembly is complete, the MOABs will be installed at two demonstration sites and integrated with the existing infrastructure. The Recipient will implement two large-scale second life battery energy system demonstrations: (1) a 3,000 kWh system in San Joaquin, CA, located within a designated Disadvantaged Community (DAC) and operated in partnership with Wellhead Electric, the largest privately-owned Independent Power Producer (IPP) in California, and (2) a 500 kWh system to be installed and operated at the Recipient's headquarters site in Carlsbad, CA, with a focus on performance validation and data-backed battery management and prognostics research.

C. Goals and Objectives of the Agreement

Agreement Goals
The goals of this Agreement are to:

- Improve battery uniformity through life balancing controls.
- Reduce manufacturing time and costs for second-use EV battery energy storage system (MOAB).
- Reduce levelized cost of storage and scale up production.
- Increase community engagement with the project.
- Analyze community benefits of the second life battery ESS systems.

Ratepayer Benefits:[2] This Agreement will result in the ratepayer benefits of greater electricity reliability, lower costs, and increased safety by developing, validating, and demonstrating a low-cost, scalable, reliable, and American-made second life battery energy storage system. The demonstration system will operate in the California Independent System Operator ancillary services and energy markets. At scale, the Recipient's EV battery repurposing technology will bring lasting contributions to the California's energy infrastructure and support the growth of a more sustainable, resilient, and equitable energy sector. Specifically, the scaled solution will help capture a growing percentage of the estimated 100 GWh/year of used EV batteries by 2030 by maximizing the remaining useful life of EV batteries while lowering the overall greenhouse gas emissions associated with both energy storage deployment and end-of-life battery recycling. During the project period, the demonstration will achieve an estimated 1,500 tons CO2 reduction. At scale, the extension of EV battery life in second use applications can result in over 2.6 million tons of annual CO2 reductions by 2030.

Technological Advancement and Breakthroughs:[3] This Agreement will lead to technological advancement and breakthroughs to overcome barriers to the achievement of the State of California's statutory energy goals by improving upon, demonstrating, and validating technology that allows for repurposed EV batteries to be used for stationary energy storage at both a small and large scale.

The advancements that will be made on the MOAB unit over the course of the project include but are not limited to:

1. Improve 'life balancing': taking retired EV batteries at different state-of-health (SOH) and reconditioning them until they have a similar SOH.
2. Improve the balancing controls which extend the cycle life of the batteries.
3. Decrease manufacturing costs.
4. Produce thermal runaway study on a retired EV battery to aid in advanced safety measures.

Agreement Objectives

The objectives of this Agreement are to:

- Demonstrate the MOABs' ability to be scaled to 3MWh at the Wellhead facility with existing PV generation energy storage equipment on-site and operate for a minimum of 12 months.

[2] California Public Resources Code, Section 25711.5(a) requires projects funded by the Electric Program Investment Charge (EPIC) to result in ratepayer benefits. The California Public Utilities Commission, which established the EPIC in 2011, defines ratepayer benefits as greater reliability, lower costs, and increased safety (See CPUC "Phase 2" Decision 12-05-037 at page 19, May 24, 2012, http://docs.cpuc.ca.gov/PublishedDocs/WORD_PDF/FINAL_DECISION/167664.PDF).

[3] California Public Resources Code, Section 25711.5(a) also requires EPIC-funded projects to lead to technological advancement and breakthroughs to overcome barriers that prevent the achievement of the state's statutory and energy goals.

- Operate a 500kWh second life battery ESS system for a minimum of 12 months at the Recipient's facility and collect data to support software, firmware, and hardware updates to the system.
- Achieve a low-rate initial product of at least 9 MOABs in order to produce the MOABs for the above system.
- Improve battery uniformity through life balancing controls, life balancing of >5% rated power.

III. TASK 1 GENERAL PROJECT TASKS

PRODUCTS

Subtask 1.1 Products

The goal of this subtask is to establish the requirements for submitting project products (e.g., reports, summaries, plans, and presentation materials). Unless otherwise specified by the Commission Agreement Manager (CAM), the Recipient must deliver products as required below by the dates listed in the **Project Schedule (Part V).** All products submitted which will be viewed by the public, must comply with the accessibility requirements of Section 508 of the federal Rehabilitation Act of 1973, as amended (29 U.S.C. Sec. 794d), and regulations implementing that act as set forth in Part 1194 of Title 36 of the Federal Code of Regulations**.** All technical tasks should include product(s). Products that require a draft version are indicated by marking **"(draft and final)"** after the product name in the "Products" section of the task/subtask. If "(draft and final)" does not appear after the product name, only a final version of the product is required. With respect to due dates within this Scope of Work, **"days"** means working days.

The Recipient shall:

For products that require a draft version, including the Final Report Outline and Final Report

- Submit all draft products to the CAM for review and comment in accordance with the Project Schedule (Part V). The CAM will provide written comments to the Recipient on the draft product within 15 days of receipt, unless otherwise specified in the task/subtask for which the product is required.
- Consider incorporating all CAM comments into the final product. If the Recipient disagrees with any comment, provide a written response explaining why the comment was not incorporated into the final product.
- Submit the revised product and responses to comments within 10 days of notice by the CAM, unless the CAM specifies a longer time period, or approves a request for additional time.

For products that require a final version only

- Submit the product to the CAM for acceptance. The CAM may request minor revisions or explanations prior to acceptance.

For all products

- Submit all data and documents required as products in accordance with the following:

Instructions for Submitting Electronic Files and Developing Software:

- **Electronic File Format**

- Submit all data and documents required as products under this Agreement in an electronic file format that is fully editable and compatible with the California Energy Commission's (CEC) software and Microsoft (MS)-operating computing platforms, or with any other format approved by the CAM. Deliver an electronic copy of the full text of any Agreement data and documents in a format specified by the CAM, such as memory stick.

The following describes the accepted formats for electronic data and documents provided to the CEC as products under this Agreement, and establishes the software versions that will be required to review and approve all software products:

- Data sets will be in MS Access or MS Excel file format (version 2007 or later), or any other format approved by the CAM.
- Text documents will be in MS Word file format, version 2007 or later.
- Project management documents will be in Microsoft Project file format, version 2007 or later.

- **Software Application Development**
  Use the following standard Application Architecture components in compatible versions for any software application development required by this Agreement (e.g., databases, models, modeling tools), unless the CAM approves other software applications such as open-source programs:
  - Microsoft ASP.NET framework (version 3.5 and up). Recommend 4.0.
  - Microsoft Internet Information Services (IIS), (version 6 and up) Recommend 7.5.
  - Visual Studio.NET (version 2008 and up). Recommend 2010.
  - C# Programming Language with Presentation (UI), Business Object and Data Layers.
  - SQL (Structured Query Language).
  - Microsoft SQL Server 2008, Stored Procedures. Recommend 2008 R2.
  - Microsoft SQL Reporting Services. Recommend 2008 R2.
  - XML (external interfaces).

  Any exceptions to the Electronic File Format requirements above must be approved in writing by the CAM. The CAM will consult with the CEC's Information Technology Services Branch to determine whether the exceptions are allowable.

MEETINGS

Subtask 1.2 Kick-off Meeting

The goal of this subtask is to establish the lines of communication and procedures for implementing this Agreement.

The Recipient shall:

- Attend a "Kick-off" meeting with the CAM, the Commission Agreement Officer (CAO), and any other CEC staff relevant to the Agreement. The Recipient will bring its Project Manager and any other individuals designated by the CAM to this meeting. The administrative and technical aspects of the Agreement will be discussed at the meeting. Prior to the meeting, the CAM will provide an agenda to all potential meeting participants. The meeting may take place in person or by electronic conferencing (e.g., WebEx), with approval of the CAM.

The administrative portion of the meeting will include discussion of the following:
- Terms and conditions of the Agreement;
- Invoicing and auditing procedures;
- Administrative products (subtask 1.1);
- CPR meetings (subtask 1.3);
- Match fund documentation (subtask 1.7);
- Permit documentation (subtask 1.8);
- Subcontracts (subtask 1.9); and
- Any other relevant topics.

The technical portion of the meeting will include discussion of the following:
- The CAM's expectations for accomplishing tasks described in the Scope of Work;
- An updated Project Schedule;
- Technical products (subtask 1.1);
- Progress reports (subtask 1.5);
- Final Report (subtask 1.6);
- Technical Advisory Committee meetings (subtasks 1.10 and 1.11); and
- Any other relevant topics.

- Provide *Kick-off Meeting Presentation* to include but not limited to:
  - Project overview (i.e. project description, goals and objectives, technical tasks, expected benefits, etc.)
  - Project schedule that identifies milestones
  - List of potential risk factors and hurdles, and mitigation strategy

- Provide an *Updated Project Schedule, Match Funds Status Letter,* and *Permit Status Letter*, as needed to reflect any changes in the documents.

The CAM shall:
- Designate the date and location of the meeting.
- Send the Recipient a *Kick-off Meeting Agenda*.

Recipient Products:
- Kick-off Meeting Presentation
- Updated Project Schedule *(if applicable)*
- Match Funds Status Letter (subtask 1.7) *(if applicable)*
- Permit Status Letter (subtask 1.8) *(if applicable)*

CAM Product:
- Kick-off Meeting Agenda

Subtask 1.3 Critical Project Review (CPR) Meetings
The goal of this subtask is to determine if the project should continue to receive CEC funding, and if so whether any modifications must be made to the tasks, products, schedule, or budget. CPR meetings provide the opportunity for frank discussions between the CEC and the Recipient. As determined by the CAM, discussions may include project status, challenges, successes, advisory group findings and recommendations, final report preparation, and progress on technical transfer and production readiness activities (if applicable). Participants

will include the CAM and the Recipient and may include the CAO and any other individuals selected by the CAM to provide support to the CEC.

CPR meetings generally take place at key, predetermined points in the Agreement, as determined by the CAM and as shown in the Task List on page 1 of this Exhibit. However, the CAM may schedule additional CPR meetings as necessary. The budget will be reallocated to cover the additional costs borne by the Recipient, but the overall Agreement amount will not increase. CPR meetings generally take place at the CEC, but they may take place at another location, or may be conducted via electronic conferencing (e.g., WebEx) as determined by the CAM.

The Recipient shall:

- Prepare and submit a *CPR Report* for each CPR meeting that: (1) discusses the progress of the Agreement toward achieving its goals and objectives; and (2) includes recommendations and conclusions regarding continued work on the project.
- Attend the CPR meeting.
- Present the CPR Report and any other required information at each CPR meeting.

The CAM shall:

- Determine the location, date, and time of each CPR meeting with the Recipient's input.
- Send the Recipient a *CPR Agenda* with a list of expected CPR participants in advance of the CPR meeting. If applicable, the agenda will include a discussion of match funding and permits.
- Conduct and make a record of each CPR meeting. Provide the Recipient with a schedule for providing a Progress Determination on continuation of the project.
- Determine whether to continue the project, and if so whether modifications are needed to the tasks, schedule, products, or budget for the remainder of the Agreement. If the CAM concludes that satisfactory progress is not being made, this conclusion will be referred to the Deputy Director of the Energy Research and Development Division.
- Provide the Recipient with a *Progress Determination* on continuation of the project, in accordance with the schedule. The Progress Determination may include a requirement that the Recipient revise one or more products.

Recipient Products:

- CPR Report(s)

CAM Products:

- CPR Agenda(s)
- Progress Determination

Subtask 1.4 Final Meeting

The goal of this subtask is to complete the closeout of this Agreement.

The Recipient shall:

- Meet with CEC staff to present project findings, conclusions, and recommendations. The final meeting must be completed during the closeout of this Agreement. This meeting will be attended by the Recipient and CAM, at a minimum. The meeting may occur in person or by electronic conferencing (e.g., WebEx), with approval of the CAM.

The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be divided into two separate meetings at the CAM's discretion.
  - The technical portion of the meeting will involve the presentation of findings, conclusions, and recommended next steps (if any) for the Agreement. The CAM will determine the appropriate meeting participants.
  - The administrative portion of the meeting will involve a discussion with the CAM and the CAO of the following Agreement closeout items:
    - Disposition of any procured equipment.
    - The CEC's request for specific "generated" data (not already provided in Agreement products).
    - Need to document the Recipient's disclosure of "subject inventions" developed under the Agreement.
    - "Surviving" Agreement provisions such as repayment provisions and confidential products.
    - Final invoicing and release of retention.
- Prepare a *Final Meeting Agreement Summary* that documents any agreement made between the Recipient and Commission staff during the meeting.
- Prepare a *Schedule for Completing Agreement Closeout Activities*.
- Provide copies of *All Final Products* on a USB memory stick, organized by the tasks in the Agreement.

Products:
- Final Meeting Agreement Summary *(if applicable)*
- Schedule for Completing Agreement Closeout Activities
- All Final Products

REPORTS AND INVOICES

Subtask 1.5 Progress Reports and Invoices

The goals of this subtask are to: (1) periodically verify that satisfactory and continued progress is made towards achieving the project objectives of this Agreement; and (2) ensure that invoices contain all required information and are submitted in the appropriate format.

The Recipient shall:
- Submit a monthly *Progress Report* to the CAM. Each progress report must:
  - Summarize progress made on all Agreement activities as specified in the scope of work for the preceding month, including accomplishments, problems, milestones, products, schedule, fiscal status, and an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. See the Progress Report Format Attachment for the recommended specifications.
- Submit a monthly or quarterly *Invoice* that follows the instructions in the "Payment of Funds" section of the terms and conditions, including a financial report on Match Funds and in-state expenditures.

Products:
- Progress Reports
- Invoices

Subtask 1.6 Final Report
The goal of this subtask is to prepare a comprehensive Final Report that describes the original purpose, approach, results, and conclusions of the work performed under this Agreement. When creating the Final Report Outline and the Final Report, the Recipient must use the CEC Style Manual provided by the CAM.

Subtask 1.6.1 Final Report Outline

The Recipient shall:
- Prepare a *Final Report Outline* in accordance with the *Energy Commission Style Manual* provided by the CAM.

Recipient Products:
- Final Report Outline (draft and final)

CAM Product:
- Energy Commission Style Manual
- Comments on Draft Final Report Outline
- Acceptance of Final Report Outline

Subtask 1.6.2 Final Report

The Recipient shall:
- Prepare a *Final Report* for this Agreement in accordance with the approved Final Report Outline, Energy Commission Style Manual, and Final Report Template provided by the CAM with the following considerations:
  - Ensure that the report includes the following items, in the following order:
    - Cover page (**required**)
    - Credits page on the reverse side of cover with legal disclaimer (**required**)
    - Acknowledgements page (optional)
    - Preface (**required**)
    - Abstract, keywords, and citation page (**required**)
    - Table of Contents (**required**, followed by List of Figures and List of Tables, if needed)
    - Executive summary (**required**)
    - Body of the report (**required**)
    - References (if applicable)
    - Glossary/Acronyms (If more than 10 acronyms or abbreviations are used, it is required.)
    - Bibliography (if applicable)
    - Appendices (if applicable) (Create a separate volume if very large.)
    - Attachments (if applicable)
- Submit a draft of the Executive Summary to the TAC for review and comment.
- Develop and submit a *Summary of TAC Comments on Draft Final Report* received on the Executive Summary. For each comment received, the recipient will identify in the summary the following:
  - Comments the recipient proposes to incorporate.
  - Comments the recipient does propose to incorporate and an explanation for why.

- Submit a draft of the report to the CAM for review and comment. The CAM will provide written comments to the Recipient on the draft product within 15 days of receipt.
- Incorporate all CAM comments into the *Final Report*. If the Recipient disagrees with any comment, provide a *Written Responses to Comments* explaining why the comments were not incorporated into the final product.
- Submit the revised *Final Report* electronically with any Written Responses to Comments within 10 days of receipt of CAM's Written Comments on the Draft Final Report, unless the CAM specifies a longer time period or approves a request for additional time.

Products:
- Summary of TAC Comments on Draft Final Report
- Draft Final Report
- Written Responses to Comments *(if applicable)*
- Final Report

CAM Product:
- Written Comments on the Draft Final Report

MATCH FUNDS, PERMITS, AND SUBCONTRACTS

Subtask 1.7 Match Funds

The goal of this subtask is to ensure that the Recipient obtains any match funds planned for this Agreement and applies them to the Agreement during the Agreement term.

While the costs to obtain and document match funds are not reimbursable under this Agreement, the Recipient may spend match funds for this task. The Recipient may only spend match funds during the Agreement term, either concurrently or prior to the use of CEC funds. Match funds must be identified in writing, and the Recipient must obtain any associated commitments before incurring any costs for which the Recipient will request reimbursement.

The Recipient shall:
- Prepare a *Match Funds Status Letter* that documents the match funds committed to this Agreement. If no match funds were part of the proposal that led to the CEC awarding this Agreement and none have been identified at the time this Agreement starts, then state this in the letter.

  If match funds were a part of the proposal that led to the CEC awarding this Agreement, then provide in the letter:
  - A list of the match funds that identifies:
    - The amount of cash match funds, their source(s) (including a contact name, address, and telephone number), and the task(s) to which the match funds will be applied.
    - The amount of each in-kind contribution, a description of the contribution type (e.g., property, services), the documented market or book value, the source (including a contact name, address, and telephone number), and the task(s) to which the match funds will be applied. If the in-kind contribution is equipment or other tangible or real property, the Recipient must identify its owner and provide a contact name, address, telephone number, and the address where the property is located.
    - If different from the solicitation application, provide a letter of commitment from

an authorized representative of each source of match funding that the funds or contributions have been secured.

- At the Kick-off meeting, discuss match funds and the impact on the project if they are significantly reduced or not obtained as committed. If applicable, match funds will be included as a line item in the progress reports and will be a topic at CPR meetings.
- Provide a *Supplemental Match Funds Notification Letter* to the CAM of receipt of additional match funds.
- Provide a *Match Funds Reduction Notification Letter* to the CAM if existing match funds are reduced during the course of the Agreement. Reduction of match funds may trigger a CPR meeting.

Products:

- Match Funds Status Letter
- Supplemental Match Funds Notification Letter *(if applicable)*
- Match Funds Reduction Notification Letter *(if applicable)*

Subtask 1.8 Permits

The goal of this subtask is to obtain all permits required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track. Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement, with the exception of costs incurred by University of California recipients. Permits must be identified and obtained before the Recipient may incur any costs related to the use of the permit(s) for which the Recipient will request reimbursement.

The Recipient shall:

- Prepare a *Permit Status Letter* that documents the permits required to conduct this Agreement. If no permits are required at the start of this Agreement, then state this in the letter. If permits will be required during the course of the Agreement, provide in the letter:
  - A list of the permits that identifies: (1) the type of permit; and (2) the name, address, and telephone number of the permitting jurisdictions or lead agencies.
  - The schedule the Recipient will follow in applying for and obtaining the permits.
  - The list of permits and the schedule for obtaining them will be discussed at the Kick-off meeting (subtask 1.2), and a timetable for submitting the updated list, schedule, and copies of the permits will be developed. The impact on the project if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in progress reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, then provide the CAM with an *Updated List of Permits* (including the appropriate information on each permit) and an *Updated Schedule for Acquiring Permits*.
- Send the CAM a *Copy of Each Approved Permit*.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the CAM within 5 days. Either of these events may trigger a CPR meeting.

Products:

- Permit Status Letter
- Updated List of Permits *(if applicable)*
- Updated Schedule for Acquiring Permits *(if applicable)*
- Copy of Each Approved Permit *(if applicable)*

Subtask 1.9 Subcontracts
The goals of this subtask are to: (1) procure subcontracts required to carry out the tasks under this Agreement; and (2) ensure that the subcontracts are consistent with the terms and conditions of this Agreement.

The Recipient shall:
- Manage and coordinate subcontractor activities in accordance with the requirements of this Agreement.
- Incorporate this Agreement by reference into each subcontract.
- Include any required Energy Commission flow-down provisions in each subcontract, in addition to a statement that the terms of this Agreement will prevail if they conflict with the subcontract terms.
- If required by the CAM, submit a draft of each *Subcontract* required to conduct the work under this Agreement.
- Submit a final copy of each executed subcontract.
- Notify and receive written approval from the CAM prior to adding any new subcontractors (see the discussion of subcontractor additions in the terms and conditions).

Products:
- Subcontracts *(draft if required by the CAM)*

TECHNICAL ADVISORY COMMITTEE

Subtask 1.10 Technical Advisory Committee (TAC)
The goal of this subtask is to create an advisory committee for this Agreement. The TAC should be composed of diverse professionals. The composition will vary depending on interest, availability, and need. TAC members will serve at the CAM's discretion. The purpose of the TAC is to:
- Provide guidance in project direction. The guidance may include scope and methodologies, timing, and coordination with other projects. The guidance may be based on:
  - Technical area expertise;
  - Knowledge of market applications; or
  - Linkages between the agreement work and other past, present, or future projects (both public and private sectors) that TAC members are aware of in a particular area.
- Review products and provide recommendations for needed product adjustments, refinements, or enhancements.
- Evaluate the tangible benefits of the project to the state of California, and provide recommendations as needed to enhance the benefits.
- Provide recommendations regarding information dissemination, market pathways, or commercialization strategies relevant to the project products.
- Help set the project team's goals and contribute to the development and evaluation of its statement of proposed objectives as the project evolves.
- Provide a credible and objective sounding board on the wide range of technical and financial barriers and opportunities.
- Help identify key areas where the project has a competitive advantage, value proposition, or strength upon which to build.

- Advocate, to the extent the TAC members feel is appropriate, on behalf of the project in its effort to build partnerships, governmental support, and relationships with a national spectrum of influential leaders.
- Ask probing questions that insure a long-term perspective on decision-making and progress toward the project's strategic goals.

The TAC may be composed of qualified professionals spanning the following types of disciplines:

- Researchers knowledgeable about the project subject matter;
- Members of trades that will apply the results of the project (e.g., designers, engineers, architects, contractors, and trade representatives);
- Public interest market transformation implementers;
- Product developers relevant to the project;
- U.S. Department of Energy research managers, or experts from other federal or state agencies relevant to the project;
- Public interest environmental groups;
- Utility representatives;
- Air district staff; and
- Members of relevant technical society committees.

The Recipient shall:

- Prepare a *List of Potential TAC Members* that includes the names, companies, physical and electronic addresses, and phone numbers of potential members. The list will be discussed at the Kick-off meeting, and a schedule for recruiting members and holding the first TAC meeting will be developed.
- Recruit TAC members. Ensure that each individual understands member obligations and the TAC meeting schedule developed in subtask 1.11.
- Prepare a *List of TAC Members* once all TAC members have committed to serving on the TAC.
- Submit *Documentation of TAC Member Commitment* (such as Letters of Acceptance) from each TAC member.

Products:

- List of Potential TAC Members
- List of TAC Members
- Documentation of TAC Member Commitment

Subtask 1.11 TAC Meetings

The goal of this subtask is for the TAC to provide strategic guidance for the project by participating in regular meetings, which may be held via teleconference.

EXHIBIT A
Scope of Work
Smartville, Inc.

The Recipient shall:

- Discuss the TAC meeting schedule with the CAM at the Kick-off meeting. Determine the number and location of meetings (in-person and via teleconference) in consultation with the CAM.
- Prepare a *TAC Meeting Schedule* that will be presented to the TAC members during recruiting. Revise the schedule after the first TAC meeting to incorporate meeting comments.
- Prepare a *TAC Meeting Agenda* and *TAC Meeting Back-up Materials* for each TAC meeting.
- Organize and lead TAC meetings in accordance with the TAC Meeting Schedule. Changes to the schedule must be pre-approved in writing by the CAM.
- Prepare *TAC Meeting Summaries* that include any recommended resolutions of major TAC issues.

The TAC shall:

- Help set the project team's goals and contribute to the development and evaluation of its statement of proposed objectives as the project evolves.
- Provide a credible and objective sounding board on the wide range of technical and financial barriers and opportunities.
- Help identify key areas where the project has a competitive advantage, value proposition, or strength upon which to build.
- Advocate on behalf of the project in its effort to build partnerships, governmental support and relationships with a national spectrum of influential leaders.
- Ask probing questions that insure a long-term perspective on decision-making and progress toward the project's strategic goals.
- Review and provide comments to proposed project performance metrics.
- Review and provide comments to proposed project Draft Technology Transfer Plan.

Products:

- TAC Meeting Schedule (draft and final)
- TAC Meeting Agendas (draft and final)
- TAC Meeting Back-up Materials
- TAC Meeting Summaries

Subtask 1.12 Project Performance Metrics

The goal of this subtask is to finalize key performance targets for the project based on feedback from the TAC and report on final results in achieving those targets. The performance targets should be a combination of scientific, engineering, techno-economic, and/or programmatic metrics that provide the most significant indicator of the research or technology's potential success.

The Recipient shall:

- Complete and submit the project performance metrics section of the *Initial Project Benefits Questionnaire*, developed in the Evaluation of Project Benefits task, to the CAM.
- Present the draft project performance metrics at the first TAC meeting to solicit input and comments from the TAC members.

- Develop and submit a *TAC Performance Metrics Summary* that summarizes comments received from the TAC members on the proposed project performance metrics. The *TAC Performance Metrics Summary* will identify:
  - TAC comments the Recipient proposes to incorporate into the *Initial Project Benefits Questionnaire*, developed in the Evaluation of Project Benefits task.
  - TAC comments the Recipient does not propose to incorporate with and explanation why.
- Develop and submit a *Project Performance Metrics Results* document describing the extent to which the Recipient met each of the performance metrics in the *Final Project Benefits Questionnaire*, developed in the Evaluation of Project Benefits task.
- Discuss the *Project Performance Metrics Results* at the Final Meeting.

Products:

- TAC Performance Metrics Summary
- Project Performance Metrics Results

IV. TECHNICAL TASKS

TASK 2 MODULAR BATTERY ASSEMBLY SECOND LIFE ESS ENGINEERING AND DESIGN ITERATION

The goals of this task are to: (1) Perform MOAB product iteration (2) Integrate two power conversion system providers.

The Recipient shall:

- Update MOAB design with a focus on production ready sub-assembly ESS enclosure, high voltage interface, high voltage harness, and low voltage harness.
- Update modular battery assembly 'life balancing' hardware design with the objective of reducing hardware cost to ≤$10/kW and improving performance.
- Finalize component and harness design of the balancer hardware.
- Design and develop the capacity imbalance focused active balancing control algorithm for achieving life balancing control of the 2nd use of battery packs retired from EVs.
- Perform battery thermal runaway study for the system level NFPA compliance.
- Integrate MOAB ESS with two identified power conversion system providers (Rhombus Energy and another domestic supplier). Test and validation design specs, communication, nominal operation functions, and safety functions.
- Validate peak power rating of >250kW, life balancing of ≥5% rated power, ≥90% roundtrip efficiency.
- Validate ESS functions including integrated ESS primary/second secondary frequency control, grid following and grid forming modes.
- Prepare a *Thermal Runaway Study Report* that will include but is not limited to:
  - A high-level executive summary of the thermal runaway study findings
  - Technical issues (if applicable)
  - Lessons learned (if applicable)
  - This report shall not disclose any confidential information.
- Prepare *MOAB Design Report* to the CAM to include:
  - A high-level executive summary
  - Technical issues (if applicable)
  - Lessons learned (if applicable)
  - This report shall not disclose any confidential information.
- Prepare *CPR Report #1* and participate in a CPR meeting, in accordance with subtask 1.3 (CPR Meetings).

Products:

- Thermal Runaway Study Report
- MOAB Design Report
- CPR Report #1

TASK 3 MODULAR BATTERY ASSEMBLY MANUFACTURABLITY VIABILITY

The goal of this task is to complete production preparation of the MOABs required for the two demonstration sites.

The Recipient shall:

- Acquire equipment and supplies for the MOAB builds required for the demonstrations. Set up supply chains and contracting with vendors.

- Construct and integrate the MOABs required for the demonstrations.
- Improve the recipient's incoming battery quality control system, including the Recipient's ability to test and grade incoming batteries, determining whether the batteries are contenders for second-life application.
- Prepare *MOAB Production Report* to include, but not be limited to:
  - A high-level executive summary
  - A high-level overview of the recipient's incoming battery quality control system
  - Production cost projections
  - Technical issues (if applicable)
  - Lessons learned (if applicable)
  - This report should not disclose any confidential information.
- Prepare *CPR Report #2* and participate in a CPR meeting, in accordance with subtask 1.3 (CPR Meetings).

Products:
- MOAB Production Report
- CPR Report #2

TASK 4 INSTALL AND CONDUCT 12-MONTH TECHNOLOGY DEMONSTRATIONS
The goal of this task is to install, commission, and demonstrate the second life battery ESS for 12-months at the Wellhead facility and the Recipient's site. The Wellhead demonstration will show the second life battery ESS's ability to reliably provide the same services as a new ESS. The Recipient site will provide additional data to be used to evaluate the overall system performance and upon the systems firmware and algorithms.

The Recipient shall:
- Prepare an *Installation Preparation Summary Report* for the Wellhead facility which includes:
  - High-level risk analysis of project sites
  - Installation costs
  - Commissioning costs
  - Permitting issues
- Install and commission the second life battery ESSs at both project sites.
- Operate the systems for 12 months and collect data on both systems.
- Prepare *Second Life Battery ESS Demonstration Report* for both facilities, including:
  - High-level executive summary including:
    - Data Collection Information for Wellhead facility, including but not limited to:
      - Mean time to repair (if applicable)
      - Mean time to replace (if applicable)
      - Uptime
      - Cycling Data
      - Data Analysis
    - Data Collection Information for the Recipient's facility, including but not limited to:
      - Cycling Data
      - Test Data
      - Data Analysis

- Technical issues (if applicable)
- Lessons learned (if applicable)
- High-level operational logistics

Products:
- Installation Preparation Summary Report
- Second Life Battery ESS Demonstration Report

TASK 5 COMMUNITY OUTREACH
The goal of this task is to (1) integrate members of Disadvantaged Communities located near the Wellhead demonstration site into the project and (2) conduct a community benefits analysis throughout the different phases of the project and (3) analyze potential long-term benefits for similar projects.

The Recipient shall:
- Engage and solidify relations with local community groups and institutions surrounding the Wellhead demonstration site, specifically one of each of the following:
  - Environmental advocacy group
  - Educational institution
- Send out quarterly updates to local community groups.
- Host semi-annual community engagement events, including events such as:
  - Seminars
  - Tours of the facilities
  - K-12 presentations
- Prepare a *Community Benefits Analysis* to include the following:
  - Job growth statistics
  - Public opinion
  - Educational outcomes (example: interest in cleantech)
    - Survey-based data collection.
  - Impact variability across different demographics
  - Environmental impact
  - Economic impact

Products:
- Community Benefits Analysis

TASK 6 EVALUATION OF PROJECT BENEFITS
The goal of this task is to report the benefits resulting from this project.

The Recipient shall:
- Complete *the Initial Project Benefits Questionnaire*. The Initial Project Benefits Questionnaire shall be initially completed by the Recipient with 'Kick-off' selected for the 'Relevant data collection period' and submitted to the CAM for review and approval.
- Complete the *Annual Survey* by January 31st of each year. The Annual Survey includes but is not limited to the following information:
  - Technology commercialization progress

  - New media and publications
  - Company growth
  - Follow-on funding and awards received
- Complete the *Final Project Benefits Questionnaire*. The Final Project Benefits Questionnaire shall be completed by the Recipient with 'Final' selected for the 'Relevant data collection period' and submitted to the CAM for review and approval.
- Respond to CAM questions regarding the questionnaire drafts.
- Complete and update the project profile on the CEC's public online project and recipient directory on the Energize Innovation website (www.energizeinnovation.fund), and provide *Documentation of Project Profile on EnergizeInnovation.fund*, including the profile link.
- If the Prime Recipient is an Innovation Partner on the project, complete and update the organizational profile on the CEC's public online project and recipient directory on the Energize Innovation website (www.energizeinnovation.fund), and provide *Documentation of Organization Profile on EnergizeInnovation.fund*, including the profile link.

Products:
- Initial Project Benefits Questionnaire
- Annual Survey(s)
- Final Project Benefits Questionnaire
- Documentation of Project Profile on EnergizeInnovation.fund
- Documentation of Organization Profile on EnergizeInnovation.fund

TASK 7 TECHNOLOGY/KNOWLEDGE TRANSFER ACTIVITIES
The goal of this task is to ensure the technological learning that resulted from the demonstration(s) is captured and disseminated to the range of professions that will be responsible for future deployments of this technology or similar technologies.

The Recipient Shall:
- Develop and submit a Project Case Study Plan that outlines how the Recipient will document the planning, construction, commissioning, and operation of the technology or system being demonstrated. The Project Case Study Plan should include:
  - An outline of the objectives, goals, and activities of the case study.
  - The organization that will be conducting the case study and the plan for conducting it.
  - A list of professions and practitioners involved in the technology's deployment.
  - Specific activities the recipient will take to ensure the learning that results from the project is disseminated to those professions and practitioners.
  - Presentations/webinars/training events to disseminate the results of the case study.
- Present the draft Project Case Study Plan to the TAC for review and comment.
- Develop and submit a Summary of TAC Comments that summarizes comments received from the TAC members on the draft Project Case Study Plan. This document will identify:
  - TAC comments the recipient proposes to incorporate into the final Technology Transfer Plan.

  - TAC comments the recipient does not propose to incorporate with and explanation why.
- Submit the final Project Case Study Plan to the CAM for approval.
- *Execute the final Project Case Study Plan and develop and submit a Project Case Study.*
- When directed by the CAM, develop presentation materials for a CEC sponsored conference/workshop(s) on the project.
- When directed by the CAM, participate in annual EPIC symposium(s) sponsored by the California CEC.
- Provide at least (6) six High Quality Digital Photographs (minimum resolution of 1300x500 pixels in landscape ratio) of pre and post technology installation at the project sites or related project photographs.

Products:

- Project Case Study Plan (draft and final)
- Summary of TAC Comments
- Project Case Study (draft and final)
- High Quality Digital Photographs

V. PROJECT SCHEDULE

Please see the attached Excel spreadsheet.