

Entergy Services, Inc. ex parte  
Potential Request for Proposals  
for Renewable Resources

RFP 16-01 Docket No. X-33876



Attn.: Kathleen Richardson  
Louisiana Public Service  
Commission, Baton Rouge, LA



**UtiliWorks™**

Strategic Utility Consulting

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*"UtiliWorks is a perfect fit for a successful project" – Clint Whitney, City of Richland WA*

## Tab A - COVER LETTER



**To:** Ms. Kathleen Richardson  
Louisiana Public Service Commission  
Office of the General Counsel  
602 North Fifth Street (Galvez Building) (70802)  
Baton Rouge, Louisiana 70821-9154

**Date:** February 17, 2016

**Re:** Proposal for Entergy Services, Inc. RFP for Renewable Resources review

Dear Ms. Richardson,

We appreciate the opportunity to present this proposal for Louisiana Public Service Commission (LPSC). UtiliWorks Consulting, a local consulting firm located in Baton Rouge, offers professional services to assist clients in the assessment, design, procurement and implementation of smart solutions for electric, water and gas utilities. This is the exclusive focus of our company.

Working in conjunction with LPSC and Entergy Services, Inc. (ESI) personnel, we will assist LPSC in the review and analysis of Entergy's potential Request for Proposal for up to 200 MW of renewable resources.

UtiliWorks Consulting team has the experience in working with and evaluating multiple electric utilities, Louisiana state utilities, procurement assistance, and being an expert witness providing testimonies for utility commissions. The following proposal outlines UtiliWorks' project approach and scope of services for conducting a review of a potential RFP. Based on our past knowledge, we believe that this approach will be a useful and efficient method for achieving the objectives of the study and satisfy the LPSC need to have Entergy's RFP reviewed along with the activities requested by LPSC.

In summary, we believe the work requested by LPSC regarding Entergy's RFP for renewable energy is ideal for our firm, and that our team would connect with your team in a cost-effective way that will yield great results in Entergy's final RFP process. We look forward to additional opportunities to demonstrate our interest and capabilities for the project via conference call, onsite interviews, or additional requests for information.

Thank you for your consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "D Pennington".

Dale Pennington  
Managing Director  
[dpennington@utiliworks.com](mailto:dpennington@utiliworks.com)

2351 Energy Drive, Suite 1010  
Baton Rouge, LA 70808  
(225) 766-4188

## Tab B - EXECUTIVE SUMMARY

UtiliWorks Consulting, LLC ("UWC", "UtiliWorks", or "Consultant") was founded in 2005, with the singular goal of supporting utilities with the tools and insight necessary to provide the highest quality service to their customers. Our team and various contractors are utility professionals passionate about finding innovating solutions to the problems facing today's providers of electricity, gas, and water. Our thorough and data-driven approach to the assessment of utilities' resources has distinguished our firm from competitors time and time again. We intend to bring the same drive and focus for Louisiana Public Service Commission (LPSC).

UtiliWorks has extensive experience serving utilities in various capacities. UtiliWorks assists organizations in technology implementations, rate studies, business case analysis, public awareness campaigns, business process re-engineering, RFP development and procurement, as well as many other consulting services. UtiliWorks regularly advises its clients on capital planning activities, including installation of field equipment, communication systems, IT systems and other capital projects. With respect to the requirements in the RFP put forth by LPSC, UtiliWorks believes it is well positioned to support LPSC's needs in reviewing and analyzing Entergy's RFP for renewable resources. UtiliWorks has assisted utilities in their technology procurement process and through implementation, served as an expert witness, and managed capital-intensive projects. This wide spectrum of experience has equipped UtiliWorks with keen insight into the needs of LPSC and Entergy, and will ensure that we deliver an optimal product at the end of this engagement.

From requirements and RFP development, to evaluation, final award and executed contract, our team is ready to assist LPSC in reviewing Entergy's renewable energy RFP process. Given our decade in the utility sector, we have first-hand knowledge of the systems and software and, more importantly, the cost profile as they relate to the utility. UtiliWorks will work closely with LPSC's in-house legal, auditing and economics staff to conduct the review of Entergy's renewable energy RFP. Our goal is for LPSC to view UtiliWorks as an extension of LPSC staff, and to feel comfortable that our utility expertise is serving the best interests of LPSC and Entergy. At the end of our engagement, we pledge to have delivered high quality service to all parties.

## Tab C - QUALIFICATIONS AND EXPERIENCE

### 1. Profile

Contact Information	<p>UtiliWorks Consulting, LLC                  2351 Energy Drive                  STE 1010                  Baton Rouge, LA 70808                  Website: <a href="http://www.UtiliWorks.com">www.UtiliWorks.com</a></p>	<p>Contact: Dale Pennington, Managing Director                  Phone: 225-766-4188                  Fax: 225-612-6404                  Email: <a href="mailto:dpennington@UtiliWorks.com">dpennington@UtiliWorks.com</a></p>
Business Focus	<ul style="list-style-type: none"> <li>· Professional Services Firm</li> <li>· AMI/MDM applications (smart metering); Smart Grid Design</li> <li>· Related business process and work management systems</li> <li>· Water, Gas and Electric Utilities</li> </ul>	
Company Information	<p>Founded: 2005                  Limited Liability Company                  Ownership Status: Independent                  FEIN:20-5167904                  DUNS: 825164713</p>	
Services	<ul style="list-style-type: none"> <li>· Assess, Design, Procure, Develop, Install, Support</li> <li>· Business Process Consulting and Technology Advisors</li> <li>· Turnkey Smart Metering Solution Development</li> <li>· Work Flow, Change Management, Project Management</li> <li>· Radio Frequency, Copper, Fiber, Data and Networking</li> <li>· Expert Witness</li> </ul>	
Company Goal	<p>To provide accurate and reliable delivery of meter and operational data that will help local governments lower costs and improve services to their community</p>	
Location	<ul style="list-style-type: none"> <li>· Corporate Office in Baton Rouge, LA</li> <li>· Associate offices in CA, FL, GA, LA, NC, NY, SC, TN</li> </ul>	
Banking	<p>Chase Bank                  451 Florida St., 7<sup>th</sup> floor Suite 726, Baton Rouge LA 70801                  Attn: Michelle Boudreaux                  Phone: 225-332-7718</p>	
Insurance and Bonding	<p>Juban Insurance Group                  4319 Bluebonnet Boulevard, Baton Rouge LA 70809                  Attn: Dave Peek                  Phone: 225-291-0405</p>	
Legal	<p>Graves-Carley, LLP: 2137 Quail Run # B, Baton Rouge, LA 70808                  Attn: Allen Graves                  Phone: (225) 757-7676 Fax: (225) 757-1771</p>	
Financial	<p>Utiliworks Consulting, LLC operates without loans, is financially sound and profitable, and does not have or ever had any legal action against it. Further information can be made available upon a specific request.</p>	

## 2. Client Matrix

UtiliWorks Project List	State	Meters	AMI/AMR	Meter Data Management	Strategic Planning	Business Case / Cost Benefit Analysis	Technology Procurement	Technology Review	Vendor Contract Negotiations	Business Process Re-Engineering	Systems Integration / Deployment	Data & Network Communications	Distribution Automation / SCADA	Demand Response / Load Management	Volt/VAR	Prepay	Project / Program Management	Acceptance Testing / Performance Review	Grant Writing	Marketing / Public Relations	Rate Study	UW Insight™
Albuquerque Bernalillo County Water Utility Authority	NM	195,000	■	■	■	■											■					
Arizona Public Service	AZ	1,000,000				■											■					
Azusa Light and Water	CA	37,000	■				■										■					
Barbados Light & Power Company		124,000	■	■			■										■					
Bermuda Electric Light Company		35,700			■	■			■	■	■	■				■		■		■		
Brownsville Public Utility Board	TX	65,000	■	■	■	■	■			■	■	■			■	■	■					■
Burbank Water and Power	CA	50,000				■											■					
California Public Utility Commission	CA		■	■													■					
Charlotte Water	NC	280,000	■	■			■										■					
Chelan County Public Utility District	WA	53,000	■		■	■											■					■
City of Battle Creek	MI	24,000	■			■											■					
City of Buena Park	CA	20,000	■			■											■					
City of Highland	IL	11,200	■			■											■					
City of Houston	TX	478,000	■			■											■					
City of Jackson	MO	13,000	■	■		■											■					
City of Lee's Summit	MO	30,000	■			■											■					
City of Manassas	VA	26,000	■	■		■	■			■	■			■			■					
City of Minden	LA	12,000	■		■	■											■					
City of Monroe	LA	22,000	■			■				■							■			■		
City of Opelousas	LA	7,500	■		■	■	■										■					
City of Richland	WA	43,900	■		■	■											■					■
City of Ruston	LA	20,000	■	■		■	■		■	■	■	■				■	■		■	■		
City of San Marcos	TX	30,000	■	■					■								■		■			■
City of Santa Rosa	CA	52,000	■			■	■										■					
City of Seguin	TX	15,000	■			■	■										■					
City of Shreveport	LA	67,000	■		■							■	■				■					
City of Springhill	LA	2,500	■														■					
City of Topeka	KS	55,000	■		■	■	■			■		■					■		■			
City of Vivian	LA	1,600	■		■	■											■					
City of Wilson	NC	70,000	■	■		■	■			■	■				■		■					■
City of Winnipeg		194,000	■			■						■					■					■
Cleco Corporation	LA		■									■	■				■					
Colonial Pipeline Company	GA											■	■				■					
Electric Power Research Institute			■					■									■					
Glendale Water & Power	CA	121,000	■	■						■				■			■			■		
Grand Bahama Power Company		18,800	■	■			■										■					
Huntsville Utilities	AL										■	■	■				■					
Long Beach Gas and Oil	CA	144,000	■	■		■	■		■	■							■			■		
Long Island Power Authority	NY	1,300,000	■			■											■					
Los Angeles Department of Water and Power	CA	2,060,000				■											■					
Mayfield Electric & Water Systems	KY	5,500			■									■			■					
Memphis Light, Gas and Water	TN																■					
Mexico Energy Regulatory Commission					■	■											■					
Mitel Communications			■					■									■					
Nashville Electric Service	TN											■					■					
Orangeburg Department of Public Utilities	SC	60,000	■	■		■	■		■	■	■						■	■	■	■		
Oshawa Public Utilities Commission		55,000	■		■	■											■					
Plaquemines Parish Government	LA	10,000				■											■		■		■	
Sevier County	TN											■					■					
St. Bernard Parish Government	LA	16,000				■											■		■		■	
Texarkana Water Utilities	TX	26,000	■														■					
Town of Danvers	MA	22,000	■	■			■			■	■	■					■					
Turkish Electricity Transmission Corporation					■	■											■					
University of Tennessee at Knoxville			■									■					■					
Utility Consumers' Action Network			■														■					
Village of Freeport	NY	15,000	■				■										■					
Vineyard Energy Project													■	■			■					

### 3. Project References

We have chosen the following projects to demonstrate performance with other clients with similar scopes of work and our experience working with utilities in the State of Louisiana.

City of Ruston, Louisiana			
Name of Business	Street Address	City & State	Contract Dates
City of Ruston	401 N Trenton St	Ruston, LA 71270	Jun 2011 - May 2013
Contact	Title	Telephone	Email Address
Darrel Caraway	Utility Manager	(318) 251-8610	<a href="mailto:dcaraway@ruston.org">dcaraway@ruston.org</a>
Description of Work Performed			
UtiliWorks assisted Ruston with their Smart Grid Investment Grant (SGIG) application which resulted in the city receiving a matching grant from DOE of \$4.3 Million. UtiliWorks conducted an AMI Technology and Business Case Assessment for Smart Metering (Phase 1), and was subsequently hired as the AMI Program Manager to design, procure, and manage the Pilot system and prepare the utility for full-scale deployment (Phase 2).			

Plaquemines Parish, Louisiana			
Name of Business	Street Address	City & State	Contract Dates
Plaquemines Parish, Louisiana	8056 Hwy. 23, Suite 205	Belle Chasse, LA 70037	Sept 2014 - present
Contact	Title	Telephone	Email Address
Michael Jiles	Director of Public Works	(504) 297-5560	<a href="mailto:mjiles@ppgov.net">mjiles@ppgov.net</a>
Description of Work Performed			
UtiliWorks was hired to assist Plaquemines Parish with the water, sewer and solid waste rate study. The study accounted for revenue requirements, cost of services, and ambitious capital improvement plans given the future operation needs and obligations. It is expected that the rate design will ensure billing efficiency and the utility enterprise operations become financially self-sufficient.			

St. Bernard Parish, Louisiana			
Name of Business	Street Address	City & State	Contract Dates
St. Bernard Parish	8201 West Judge Perez Drive	Chalmette, LA 70043	April 2014 - Dec. 2015
Contact	Title	Telephone	Email Address
Hillary Nunez	Director of Public Works	(504) 271-1681	<a href="mailto:hnunez@sbgp.net">hnunez@sbgp.net</a>
Description of Work Performed			
UtiliWorks provided St. Bernard Parish with an evaluation of their water and sewer rate structure and business operations. UtiliWorks was subsequently hired to perform a cost of service analysis and rate design. It is expected that the rate design will ensure billing efficiency and the utility enterprise operations become financially self-sufficient. The rate design may include different rate and rider combinations.			

<b>UCAN, California, Technical Review</b>			
<b>Name of Business</b>	<b>Street Address</b>	<b>City &amp; State</b>	<b>Contract Dates</b>
Utility Consumers' Action Network (UCAN)	3100 Fifth Ave Suite B	San Diego, CA 92103	May 2011 - Mar 2012
<b>Contact</b>	<b>Title</b>	<b>Telephone</b>	<b>Email Address</b>
Don Kelly	Executive Director	(619) 610-9001	<a href="mailto:donaldkelly619@gmail.com">donaldkelly619@gmail.com</a>
<b>Description of Work Performed</b>			
<p>UtiliWorks was hired to develop a Technical Review for San Diego Gas and Electric Smart Grid Deployment, which included: evaluating SDG&amp;E's business plan and the cost associated with the business plan for each project; conducting a risk mitigation evaluation of the SDG&amp;E Smart Grid investments proposed in its GRC application; establishing an analytical methodology by which SDG&amp;E can evaluate current and future Smart Grid investments; evaluating alternatives to the products and methods proposed by SDG&amp;E.</p>			

<b>CPUC, California, Expert Witness SDG&amp;E Hearing</b>			
<b>Name of Business</b>	<b>Street Address</b>	<b>City &amp; State</b>	<b>Contract Dates</b>
California Public Utility Commission (CPUC)	505 Van Ness Ave	San Francisco, CA 94102	
<b>Contact</b>	<b>Title</b>	<b>Telephone</b>	<b>Email Address</b>
Tan, Lee-Whei	Project Coordinator	(785) 368-3111	<a href="mailto:lee-whei.tan@cpuc.ca.gov">lee-whei.tan@cpuc.ca.gov</a>
<b>Description of Work Performed</b>			
<p>UtiliWorks Consulting, LLC was brought on board as an expert witness for the San Diego Gas and Electric hearings. Critical tasks included: understanding SDG&amp;E's existing IT systems; organizing all data files for the project and historical and current IT upgrade proposals; reviewing overall system design and database; assessing upgrades to SDG&amp;E's customer assistance website to determine if these changes will provide desired functionality; evaluating if SDG&amp;E's customer outreach, education, and marketing plans are likely to be effective. Further evaluation of the cost of the above proposed changes were made to determine if the costs were truly incremental and reasonable, as well as quantifying what "reasonable" costs would be. UtiliWorks also assisted the DRA in developing a litigation position, preparing written testimony, testifying before the California Public Utility Commission, and participating in settlement discussions.</p>			

**Bermuda Electric Light Company (BELCO),  
Bermuda, 36,000 electric meters**

Name of Business	Street Address	City & State	Contract Dates
Bermuda Electric Light Company (BELCO)	27 Serpentine Road	Pembroke, HM 15 Bermuda	September 2013 - Present
Contact	Title	Telephone	Email Address
Dennis Pimentel	VP Grid Operations	(441) 298-6135	dpimentel@belco.bm

**Description of Work Performed**

UtiliWorks was initially hired to perform an AMI Business Case Assessment for BELCO. UWC was subsequently employed to perform an AMI and IT modernization planning effort, as well as oversee and support AMI/MDMS RFP requirements and procurement. UtiliWorks then assisted BELCO's contract negotiations with the AMI, MDMS, Meter Installation, Outage Management System (OMS), Prepay and Interactive Voice Response (IVR) vendors. UtiliWorks also provided an analysis and report on Revenue Protection and Distribution Automation. UtiliWorks is currently providing technical and deployment support for BELCO's Grid Modernization project which includes the following work streams: (1) Alpha & Beta Pilot Deployment, (2) Full Deployment, (3) Enterprise Service Bus (ESB), (4) OMS, (5) IVR, (6) Prepay, (7) Business Process/AMI organizational review, (8) Public Relationship Campaign.

**Freeport Electric, New York**

Name of Business	Street Address	City & State	Contract Dates
Freeport Electric	220 Sunrise Highway	Freeport, NY 11520	May 2014 - November 2014
Contact	Title	Telephone	Email Address
Lester Endo	Supervisor, Electrical Services Division	(516)377-2235	<a href="mailto:afiore@freeportelectric.com">afiore@freeportelectric.com</a>

**Description of Work Performed**

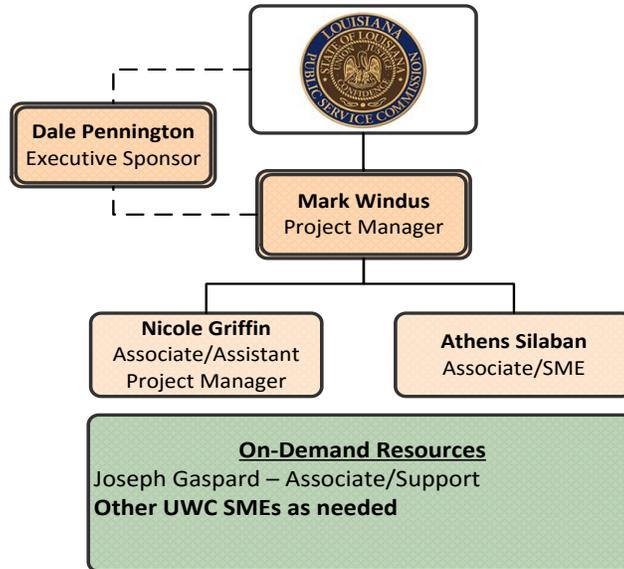
UtiliWorks was hired to assist Freeport with the development of an AMI RFP and evaluations of vendor responses. The services provided by UtiliWorks include: design of the RFP and requirements, assisting with the AMI RFP evaluations, reviewing and analyzing RFP responses and delivering RFP analysis. UtiliWorks reviewed, scored and performed all necessary due diligence to assist Freeport in the selection of a suitable solution vendor.

## Tab D - PROPOSED PROJECT TEAM

### 1. Organization Chart

Our proposed project team for LPSC is assembled of experts in the industry, having successfully completed numerous feasibility studies, technology procurement efforts, rate reviews and expert witness assignments. Our deep bench of subject matter experts will contribute throughout this effort in both active and advisory roles.

Figure 1 - Project Org Chart



UtiliWorks will perform work and at our corporate headquarters in Baton Rouge, LA and onsite at appropriate points/intervals throughout the effort to hold workshops and interviews and present results and recommendations. Travel expenses will be minimal as our headquarters are located approximately 8 minutes from LPSC's offices in downtown Baton Rouge.

### 2. Biographies of Team Members

A brief description of each team member is outlined below with full resumes provided in Tab 6 - Appendices for your reference.

<p><b>Dale Pennington</b> Executive Sponsor</p>	<p>Mr. Pennington is the business and technology solution architect for UtiliWorks. He has extensive knowledge of the technology, software and networking components that are utilized in the utility market (electric, water and gas). By utilizing proven workflow and asset management techniques that he has practiced over the last 25 years, Dale is able to assist clients in maximizing the benefits of their technology investment.</p>
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<p><b>Mark Windus</b> Project Manager</p>	<p>As your Project Manager, Mr. Mark Windus will be the focal point and primary point of contact for LPSC to coordinate and lead all aspects of the project. Mr. Windus brings over 14 years of senior level project management and consulting experience for Utility customers. Mark’s background also includes 15 years managing the financial and operational performance of telecommunications services at the General Manager and Director level. Mark is a proven leader, successful at motivating fellow associates and implementing programs that exceed customer expectations.</p>
<p><b>Nicole Griffin</b> Associate/SME</p>	<p>Ms. Nicole Griffin will provide peer review and support to the Project Manager. Nicole supports project activities by performing industry research, preparing critical documentation including in-depth reporting, and developing public relations campaigns for utility clients. Nicole also administers UtiliWorks Insight, Web-based analysis and assessment tool for clients. Her responsibilities also include grant writing and reporting.</p>
<p><b>Athens Silaban</b> Associate/SME</p>	<p>Mr. Athens Silaban will develop project deliverables, provide analysis and coordinate closely with the Project Manager to address all project requirements. Athens brings an engineering background with experience in financial modeling, data analytics, technical writing and project coordination. He is a critical team member in new technology initiatives at UtiliWorks Consulting and provides analytical thinking to support the delivery of successful new technology projects.</p>

UtiliWorks Consulting may include other resources on the project if necessary. To gain an understanding of UtiliWorks staff that may be included in the project, please see their resumes provided in the section - Resumes.

*"UtiliWorks personnel are very easy to work with, knowledgeable in subject matter, and helped keep our project on track" – **Eddy Hernandez, Brownsville Public Utilities Board, TX***

## Tab E - UTILIWORKS CONSULTING QUALIFICATIONS

### 1. UtiliWorks Consulting Description

UtiliWorks is a boutique consulting firm that specializes in providing professional services in the municipal electric, water, and gas utility space. Together with our clients, UtiliWorks advances business and technology solutions that strategically enhance utility operations. We focus on the delivery of various services that will drive performance throughout your organization. Our people, processes, and analytical tools work in conjunction to lower cost, reduce risk, and ensure benefits capture for your technology implementation.

Founded in 2005, UtiliWorks is based in Baton Rouge, Louisiana but has worked with utilities across the United States and abroad as they evaluate the financial, technological and operational changes necessary to modernize. The secret is in our staff, made up of a dedicated group of professionals with deep roots in the utility industry. We leverage the skills and expertise of a diverse mix of engineers, project managers, financial experts, and system integrators.

Figure 2 - Map of UtiliWorks Clients



### 2. Work Plan Approach (Plan of Action)

#### Renewable Energy RFP Development and Procurement Process

##### Mobilization and RFP Strategy

UtiliWorks will lead an on-site kickoff meeting with the stakeholders and project team members to review the project scope, timeline, communications plan and housekeeping items. UtiliWorks will work with LPSC prior to the kickoff to compile LPSC's project team organization chart which will facilitate effective communications.

In this kickoff meeting UtiliWorks will also engage in an extensive discovery effort to define LPSC's strategy in reviewing Energy's RFP. We will also consider input from any existing

documents and reports from Entergy and LPSC, leveraging the content for background information to the potential vendors and incorporating any recommendations for which LPSC is in agreement.

### **Entergy's Purchasing Requirements Definition**

It is critical for every Utility issuing a renewable energy RFP to have clear Terms, Conditions and Exceptions to protect the Utility's interest. UtiliWorks will provide guidance to LPSC and Entergy to ensure definition of the purchasing requirements (insurance, legal, vendor submission) needed for the RFP and the schedule of events is completed. The purchasing requirements will comply with Entergy, LPSC and State of Louisiana policies which we have working knowledge given our experience in working with utilities located in the State of Louisiana as discussed in our references.

### **RFP and Renewable Energy Requirements Review**

Developing a comprehensive requirement section is necessary to allow vendors to prepare a robust response. UtiliWorks will provide oversight and assistance to make sure Entergy's requirement section in the RFP satisfies the goals and objectives. For a renewable energy procurement, the requirements may address the following topics:

- Applicable rules and standards
- Location requirements (storm-resistant facility, site ownership, interconnection point, fuel supply, environmental conditions, etc.)
- Electrical system characteristics requirements (steady-state electrical characteristics, temporary voltages and frequencies, fault clearing times, etc.)
- Resource capacity and dispatch response requirements (continuous power capacity, power dispatch response time, reactive power capacity, etc.)
- Availability requirements (power production resource availability warrantee, minimum undeclared outage duration, etc.)
- Control system and operations interface requirements (frequency regulation, power production resource stability, system interface, etc.)
- Other requirements as applicable

In our Procurement method, UtiliWorks recommends utility to prepare a matrix/workbook with a list of all requirements, with a "Comply" or "Not-Comply" option that vendors can response directly to. This makes it easier for our clients to compare vendors and determine if they fulfill the requirements, rather than going through paragraphs and/or promotional material.

### **RFP Draft and Final Document Review**

This task occurs after Entergy's staff completes an initial RFP draft. UtiliWorks team will review, edit, and make recommendations as necessary. It is anticipated that there will be several iterations for the RFP draft creation and the RFP draft review, until we reach to the point where the RFP is complete and acceptable for publication.

### **Procurement Management**

As requested by LPSC/Entergy, UtiliWorks can be involved in the procurement management once the RFP has been published. We can collaborate with LPSC/Entergy to plan and prepare for the work in upcoming phases including, but not limited to, the evaluation process and criteria, reference checks and vendor-contracting tasks.

UtiliWorks will participate in the technical and bidder's conferences, formal and informal meetings and provide our expertise and insight in our recommendation for LPSC and Entergy.

### **UtiliWorks Representation, Expert Testimony Development**

UtiliWorks' experts on the subject will be prepared to participate in the formal status conferences, informal conference calls, pre-trial conferences, depositions and hearings,

meetings and conferences with LPSC and attending any necessary B&Es. Our experience in working with electric utilities, including coops, will provide value and benefits in the sessions we attend. We are committed to assist LPSC through the conclusion of the docket through the Commission vote which is estimated to run approximately for 18 months.

UtiliWorks will review its findings and recommendations with LPSC and determine if additional development is required. If it warrants further action items, we will address them and provide review cycles to finalize our Expert Testimony. Upon finalization of our Expert Testimony, we will submit its findings and recommendations in a final report to LPSC.

### 3. Proposed Schedule

As LPSC outlined in the RFP, the time period of representation may vary greatly depending upon whether the matter is contested. We are committed to work with LPSC for the full estimated 18 months engagement and we will have our resources available. We have also developed an estimated timeline estimate as noted below.

ID	Louisiana Public Service Commission Entergy Services, Inc. RFP Review	Start	Finish	Duration	Q1 16	Q2 16		Q3 16		Q4 16			Q1 17		Q2 17		Q3 17		Q4 17	
					Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Program Management	3/1/2016	10/31/2017	436d	▼															
2	Task 1 – Mobilization & RFP Strategy	3/1/2016	3/18/2016	14d	▲▼															
3	Task 2 – Purchasing Requirements Review	3/21/2016	4/29/2016	30d	▲▼															
4	Task 3 – Technical Requirements Review	3/21/2016	4/29/2016	30d	▲▼															
5	Task 4 – RFP Draft and Final Document Review	4/1/2016	5/31/2016	43d	▲▼															
6	Task 5 – Procurement Management	6/1/2016	12/30/2016	153d	▲▼															
7	Task 6 – UtiliWorks Representation, Expert Testimony Development	1/2/2017	10/31/2017	217d	▲▼															

## Tab F - COST PROPOSAL

### 1. UtiliWorks Consulting Hourly Rates

Please find the rates of UtiliWorks Consulting's resources that potentially will be working with LPSC on this project. The resource and amount of hours will be dependent based on the scope of work requested by LPSC and further discovery during the engagement.

Resource Title	Hourly Rate
Executive Consultant	\$285/hour
Manager	\$215/hour
Associate	\$185/hour
Analyst	\$155/hour

### 2. Estimated Fee per Task

We have developed an estimate of hours and fee that is required to complete the proposed tasks as requested by LPSC:

Task	Estimated Total Hours Required	Total Estimated Fee by Task
<i>Task 1: Mobilization &amp; RFP Strategy</i>	52	\$10,620
<i>Task 2: Purchasing Requirements Review</i>	56	\$11,880
<i>Task 3: Technical Requirements Review</i>	72	\$15,080
<i>Task 4: RFP Draft and Final Document Review</i>	65	\$13,915
<i>Task 5: Procurement Management</i>	100	\$23,120
<i>Task 6: UtiliWorks Representation, Expert Testimony Development</i>	64	\$18,500
<b>TOTAL</b>	<b>289</b>	<b>\$93,115</b>

Plus travel and expenses at cost. Most travel will be minimal as our resources and headquarters are located in Baton Rouge, Louisiana.

*"UtiliWorks was a great consultant for Orangeburg DPU. Their experience with AMI and Meter Data Management Systems was outstanding."* – **John Bagwell Orangeburg Department of Public Utilities**

Tab G - APPENDICES

1. Resumes

# DALE PENNINGTON

## UtiliWorks Consulting, LLC

Managing Director - Executive Consultant

Mr. Pennington is the Managing Director of UtiliWorks based in New York with over 30 years of expertise working with utilities to deploy smart systems and integrated solutions. He has extensive knowledge of the intersection of business and technology in the utility space. By utilizing proven workflow and asset management techniques that he has honed over the course of his career, Dale is able to assist clients in maximizing the benefits of their technology investments.



### Specialization

- Advanced Metering Infrastructure
- Smart Grid Design
- Meter Data Management
- Business Process Re-Engineering
- Technology Migration
- Change Management
- Smart Grid Deployment and Management
- Market Research

### Education and Certifications

- **MS Geophysics**, Adelphi University, Garden City, NY (1982)
- **BS Marine Science and Political Science**, Long Island University, Brookville, NY (1978)
- **BA Geology and American Studies**, Long Island University, Brookville, NY (1978)

### Relevant Project Experience

#### **Bermuda Electric Light Company (BELCO) - Hamilton, Bermuda**

Mr. Pennington sits on BELCO's executive steering committee for their Smart Grid Modernization program, and leading UtiliWorks team effort in providing technical and business expertise for BELCO. UtiliWorks was hired to assist BELCO from AMI/Smart Grid assessment, procurement, and pilot through full-deployment phases.

provided executive oversight and expert judgment throughout the process.

#### **Barbados Light and Power Company (BLPC) and Grand Bahama Power Company (GBPC)**

UtiliWorks Consulting provided both BLPC and GBPC (total 140,000 electric meters) with procurement consultative services, which include RFP and requirements development, RFP administration, vendor proposal evaluations and selection. Mr. Pennington

#### **Long Beach Gas and Oil, CA**

UtiliWorks initially provided an AMI Assessment for Long Beach Gas and Oil (144,000 gas meters) and City of Signal Hill (3,100 water meters), and was subsequently hired for the Procurement, Pilot and Full deployment phase. Mr. Pennington is providing ad hoc activities to support Long Beach's project team, including being an industry expert in City Council briefings and City Officials meetings.

#### **Albuquerque Bernalillo County Water Utility Authority, NM**

Mr. Pennington participated in the procurement and design support project for ABQ, water utility with 195,000 endpoints. Dale provided an analysis role in reviewing the business case

# DALE PENNINGTON

for ABQ and the associated benefits. Dale's knowledge of the various technology vendors was leveraged during the RFP design and review process. Dale participates in vendor site visits, interviews and contract negotiations.

## **City of Topeka, KS**

Mr. Pennington strategized planning for long term management of the water utility's assets - including 55,000 water meters. This included system wide communication review for major city services. Dale reviewed critical industry and vendor information and developed a capability matrix supported with explanations of how those products and system characteristics could impact the City. He clarified any specific features the owner wanted to include in future project development as well as educating the utility of AMI benefits.

## **California Public Utility Commission, CA**

Mr. Pennington was an expert witness for both the Pacific Gas & Electric and San Diego Gas & Electric hearings before the CPUC. Dale's role

was to understand Utility's existing IT systems and whether the request to modify and augment them in order to implement dynamic pricing was reasonable. Dale also analyzed the proposed upgrades to the customer-assistance website to determine if these upgrades will carry out the desired functionality or not. Dale helped CPUC determine whether the costs associated were truly incremental and reasonable. Dale assisted the DRA in developing a litigation position, preparing written testimony and testifying before the Commission, and participating in settlement discussions.

## **City of Houston Water System, TX**

Mr. Pennington conducted an AMI assessment to identify all critical issues regarding the development of a fixed network AMI technology for ultimate build out of 468,000 meters. Subject areas of the assessment included: the overall cost and benefits to the city, the impact on operational teams and customers, and the issue of revenue enhancement and protection.

## **Additional Project References**

- Utility Consumer's Action Network (Project Manager)
- Long Island Power Authority (Strategic Planning)
- Front Royal Public Utilities
- Austin Water
- Orangeburg Department of Public Utilities
- City of Monroe
- City of Ruston
- Brownsville Public Utility Board
- Cleco Corporation
- Oshawa Power & Utilities Corporation
- Azusa Light and Water
- Alameda Municipal Power
- Buena Park
- City of Killeen

*Additional references available upon request*

# DALE PENNINGTON

## Previous Experience

**Independent Executive Consultant**, 1998-2004

### **P.I./Dwight/Petro Consultants**

Executive Vice President, 1992-1998

### **Schlumberger**

Geophysicist, 1985-1992

### **ARCO Exploration**

Geophysicist, 1981-1985

## Publications and Speaking Engagements

- Served as a panel chair at the 2016 Grid Modernization Forum, titled “Change Drivers, Market Trends and Business Models for Grid Modernization”. January 19, 2016, Chicago, IL.
- Presented “Maximize Your AMI Investment: A Consultant’s Guide” at the Sensus Reach 2015 conference on October 26, 2015, in Orlando, FL.
- Presented on the “Emerging U.S. Smart Grid Trends and Technologies” panel at the German American Smart Grid Symposium on September 15, 2015 in Chicago, IL.
- Presented on “How to Be Drought-Resilient with a Smart Water Network” via webinar with Dan Pinney, Director of Global Water Marketing from Sensus, June 24, 2015.
- Presented “Smart Grid’s Disruptive Technologies and the Potential Effects on a Utility’s Pricing Structure” at CMRG 2015 on May 19, 2015 in Roseville, CA.
- Presented “Technology Evolution in Water Management” at the Advanced Metering Infrastructure Symposium sponsored by the Association of California Water Agencies, February 26, 2015.
- Presented “How to Implement a Pre-Pay System” at TechAdvantage February 25, 2015 in Orlando, FL.
- Participated in panel titled “Transferring Asset Data to Operations” at Distributech 2015 on February 5, 2015 in San Diego, CA.
- Speaker at EVOLVE: The 2014 Sensus Utility Conference, November 2014 on the topic of Data Analytics for Water Utilities.
- “Water Infrastructure Management in an Era of Evolving Data Analytics.” Aclara Client Conference, May 2014.
- “Optimizing Renewable Projects, Plug-in Electric Vehicles, Home Area Networks and Tactics on Building a Smart Grid.” Energy, Utility and Environmental Conference, February 2014.
- Participated in a panel session titled “Enterprise Information and Asset Management Track: Using AMI Data for Added Value Operational Solutions.” Distributech 2014, January 2014.
- “Next generation Smart Metering and what to do to maximize the benefits of Smart Metering.” Harris Customer Training Conference, November 2013.
- “Utility Case Study: Brownsville Public Utility Board.” EUCI Volt/Var Optimization Conference, June 2013.
- “Advanced Metering Infrastructure (AMI) Update.” Municipal Electric Power Association of Virginia, May 2013.
- “Smart Grid is Won or Lost in the Back Office.” NRECA Tech Advantage Conference, February 2013.
- Participated in a panel session titled “A Consultant’s Guide to the Smart Water Network Lifecycle.” Distributech 2013, January 2013.
- “Understanding Demand Side Management and the Smart Grid.” UtiliMetrics Automation 2010, September 2010.

# MARK WINDUS

## UtiliWorks Consulting, LLC

Manager

Mr. Windus is a UtiliWorks Manager who brings over 15 years of senior level project management and consulting experience to utility customers. Mark's background also includes 15 years managing the financial and operational performance of telecommunications services at the general manager and director level. Mark is a proven leader, successful at motivating fellow associates and implementing programs that exceed customer expectations.



### Specialization

- Project Management
- Sub-contractor management
- Electric, Gas & Water Utility operations
- Strategic assessment
- Risk analysis & mitigation
- AMI & Smart Grid Implementation
- Systems integration
- Procurement (RFI/RFP development)
- Vendor evaluation/selection
- Contract development and negotiation

### Education / Certifications

- Bachelor of Science, Political Science and Psychology, State University College of New York at Brockport
- Six Sigma Plus Green Belt Certification

### Featured Project References

#### **Charlotte Water** - *Charlotte, NC*

Mark is currently involved with the Water Meter Upgrade Program for Charlotte Water (275,000 water meters). Mark is leading the UtiliWorks team in evaluating vendor's RFP responses assisting the utility in selecting the vendor who will best meet the goals and requirements of the City Water Department for their water meter upgrade program.

#### **Bermuda Electric Light Company (BELCO)** -

##### *Hamilton, Bermuda*

Mark is the UtiliWorks' Project Manager for BELCO's Smart Grid Modernization project (38,000 electric meters). Mark is working with BELCO managing the Pilot deployment and the project planning for full deployment, additionally; business process optimization, IT/Interfaces and systems integrations.

### Additional Project References

- Austin Water, TX (Water Meter Reader & Testing Accuracy Audit & Reporting)
- City of Fort Worth, TX (Water AMI & Systems Integrator)

# MARK WINDUS

## Previous Work Experience

### **TMG/Langham Consulting Inc. (Senior Consultant, 2013-2014)**

Provided consulting services for utilities and city/county governments guiding senior management through the decision making processes associated with the purchase and implementation of systems integration technologies. Mark performed strategic assessments, business case analyses, risk analysis & mitigation, procurement (RFI/RFP development), vendor evaluation/selection, as well as contract development and negotiation.

### **Elster AMCO Water (Senior Project Manager, 2008-2013)**

As a Senior Manager of the Technical Department at the North America manufacturing facility operations center, Mark was responsible for implementing and managing all Turnkey AMR/AMI technology projects for utility customers. Mark managed the technology vendors and sub-contractors as well as providing coordination between multiple functional areas in the manufacturing facility including sales, bids/proposals, customer service, IT, production, engineering, repair service and accounting.

### **Grid One Solutions, Inc. (Project Manager, 2007-2008)**

As the Prime Contractor, Mark was responsible for all operations associated with managing advanced metering system implementation

projects. He led the development of synergies between utility stakeholders, minority business partnerships, technology providers and all subcontractors. Mark also developed and managed a \$35 million operating budget, P & L, hiring, training, safety, quality and corporate reporting requirements.

### **Honeywell (Senior Program Manager, 2001-2007)**

Mark was responsible for managing the implementation of electric, gas and water utility technology projects including Jacksonville, Florida (250k water meters, 350k electric), Progress Energy (1.2M electric meters), and Colorado Springs, CO (500k electric, water, and gas meters). Mark also managed multiple operations with teams of up to 90 associates and sub contract employees, while supervising budgeting, RFP administration, and vendor contracting.

### **Comcast Communications, Inc. (General Manager 2000-2001)**

Responsible for the overall financial and operating performance of multiple cable television systems, customer call centers, store front, sales, advertising, field service and administrative departments. Mark created and managed a \$20M annual operating budget, and managed the system to 54% cash flow - top of Southeast Division.

## Other Work Experience

- **BellSouth Entertainment, Inc. (Area Manager, Sales and Marketing 1998-2000)**
- **Wireless Broadcasting Systems of America, LLC (General Manager, Cable television Operations 1992-1998)**
- **Rifkin and Associates, Inc. (System Manager, Cable Television Operations 1986-1992)**

# NICOLE GRIFFIN

## UtiliWorks Consulting, LLC

Associate

Mrs. Griffin's is an Associate for UtiliWorks Consulting, LLC based in Baton Rouge, LA. Her responsibilities include project management and assurance of client deliverables. Nicole specializes in development of public relations campaigns, procurement management and conducting assessment/ feasibility studies. Nicole supports project activities by performing industry research, preparing documentation and orchestrating meetings for utility clients and community stakeholders. She administers UtiliWorks Insight, the company's web-based analysis and assessment tool. Her responsibilities also include maximizing national media outlets, increasing sales activities and growing the overall communications channel.



### Specialization

- Project Management
- Grant Writing and Reporting
- Technology Education and Customer Engagement
- Data analysis
- Request for proposal (RFP) Management
- UtiliWorks Insight™ Administration
- Public Relations
- Financial modeling
- Business Case Development
- Social media
- Industry research
- Marketing
- Technical Writing

### Education and Certifications

- **BS Journalism and Media Studies** - Rutgers University (*May, 2009*)
- **BS Environmental Science** - Rutgers University (*May, 2009*)
- **Certified Project Management Professional (PMP)** - The Project Management Institute (*July, 2013*)
- **Certified Six Sigma Black Belt** - (*January 2015*)
- **Certified Social Media Specialist** - Louisiana State University (*March 2013*)
- Completed the Louisiana Water Operator Certification Exam for Level 1 Distribution, Production and Treatment
- Completed the Louisiana Wastewater Operator Certification Exam for Level 1 Collection and Treatment

### Featured Project References

**City of Ruston Light and Power**- Ruston, LA  
Mrs. Griffin structured Ruston's smart grid public awareness program. She developed and monitored a series of press releases, a smart grid brochure, periodic status letters, and a three-tiered message sequence to educate utility employees. She also developed a social

media campaign to encourage enrollment for Ruston's prepaid program.

Nicole played a key role in the Department of Energy Reporting required upon Ruston's award of the Smart Grid Investment Grant in 2009. Nicole drafted, submitted and monitored

# NICOLE GRIFFIN

acceptance of all reports for the 3 year program. Nicole monitored the project to ensure all deliverables were met on time and on budget. As part of the program, Nicole conducted research to assist in the evaluation of technologies such as home energy management technologies, solar panels and plug in vehicles. In recognition of Ruston's accomplishments, Nicole generated a case study which gained national recognition.

## **City of Killeen** - Killeen, TX

Mrs. Griffin managed the Advanced Metering Infrastructure (AMI) feasibility study for the City of Killeen. This included defining the requirements, as well as the goals and objectives of an AMI program. Mrs. Griffin led the development of the business case which consisted of financial modeling and analysis to determine the technology options and deployment timeline with the highest return on investment (ROI). The subsequent recommendations were memorialized in the feasibility study report and presented to City Council.

## **Bermuda Electric and Light Company (BELCO)** - Hamilton, Bermuda

Mrs. Griffin supported multiple procurement efforts for BELCO, including RFP administration for AMI, MDM, Prepay, OMS and IVR. As part of these efforts, she helped define the technology requirements, solicit the RFP, respond to questions and conduct shortlist presentations. Nicole also analyzed the proposals based on the evaluation criteria from the client to make a procurement recommendation. Nicole continues to support the BELCO program with PMP and Six Sigma principles.

## **California Public Utility Commission (CPUC)** - San Francisco, CA

Mrs. Griffin researched Smart Grid technologies related to the applicability of various pricing programs. This included analysis of home energy management tools and case studies on customer messaging. Nicole was able to integrate her findings into the testimony used by CPUC. She also organized the progress meetings and distributed critical project information.

## **Monroe Water Department** - Monroe, LA

Mrs. Griffin was the UtiliWorks project manager for the City of Monroe's water AMI program. Nicole facilitated progress meetings between the city, vendors, installation contractors, consultants and engineers on a regular basis. Nicole carefully tracked the project budget, timelines and milestones which were made available to City Council and other project stakeholders. Nicole also assisted in mapping the water department's new business processes to maximize their technology investment. Nicole developed and coordinated the delivery of customer notification materials for Monroe's AMI project including press releases, mailed notices, bill inserts, door hangers, etc.

## **Long Beach Gas and Oil (LBGO)** - Long Beach, CA

Mrs. Griffin led the development of a robust public awareness and internal education campaign on behalf of LBGO. The program included development of an array of public relations materials including brochures, Frequently Asked Questions (FAQs), a dedicated webpage, customer letters, press releases, etc. Nicole also assisted LBGO in developing materials and facilitating meetings to educate LBGO staff on the AMI program.

# NICOLE GRIFFIN

## Additional Project References

- Alameda Municipal Power (AMI Assessment)
- Albuquerque Bernalillo County Water Utility Authority (Project Coordination)
- Austin Water (Meter Reading Audit)
- Barbados Light & Power Company (RFP Administration for AMI/ MDM)
- Brownsville Public Utility Board (Project Coordination)
- Chelan County Public Utility District (UtiliWorks Insight)
- City of Arlington (Grant Writing)
- City of Galena Park (Grant Writing)
- City of Richland (AMI Assessment, UtiliWorks Insight)
- Utility Consumers' Action Network (PUC Testimony)
- City of Topeka (Grant Writing, Project Coordination)
- Long Island Power Authority (Research)
- City of Wilson (Project Management, UtiliWorks Insight)
- City of Winnipeg (UtiliWorks Insight, Business Case)
- Grand Bahama Power Company (RFP Administration for AMI/ MDM)
- Long Beach Water (UtiliWorks Insight)
- Vineyard Energy Project (Grant Reporting)
- Village of Freeport (AMI/ MDM RFP Development)
- City of San Marcos (UtiliWorks Insight)

## Previous Experience

### **Endurance Specialty Holding, LTD** - New York, NY

As a member of the marketing department, Nicole assisted in the development of business collateral and improved the Insurance/ Reinsurance Company's search engine optimization. Nicole also prepared quarterly statistics reports and developed.

## Publications and Speaking Engagements

- "AMI Project Advances to Full Implementation," a case study on Orangeburg DPU was published by Transmission & Distribution World Magazine in May, 2014.
- "Ruston's successful smart grid, smart metering project... a smart grid case study," appeared in Smart Grid News in April, 2014.
- "Electric Vehicles: Fact and Fiction" was featured by Smart Grid News in November, 2011.
- "Demand Side Management- Fitting the Pieces Together" appeared in the 2010 May issue of Electric Light & Power Magazine."
- "Energy Efficiency and the Smart Grid" was published in the November 2010 edition of Power Grid International Magazine.

# ATHENS SILABAN

## UtiliWorks Consulting, LLC

Associate

Mr. Silaban is a UtiliWorks Associate coming from an engineering background and leverages his skills and experience to provide UtiliWorks' clients valuable insight. His data interpretation and analytics are particularly beneficial in UtiliWorks' engineering studies, data and process audits, financial modeling, and business process re-engineering. He holds an Engineer-in-Training (EIT) license from the Texas Board of Professional Engineers.



### Specialization

- Data Collection and Analytics
- Engineering Modeling
- Financial Modeling
- Statistical Analysis
- Technical Writing
- Database Management
- Data Analytics
- Project Management
- Customer Relationship Management (CRM)

### Education and Certifications

- **MS, Environmental Engineering**, Louisiana State University, Baton Rouge, LA (*May 2013*)
- **BS, Chemical Engineering**, Gadjah Mada University, Yogyakarta, Indonesia (*December 2009*)
- **Fundamentals of Engineering - Chemical**, NCEES Certification (*October 2012*)
- **Louisiana Engineering Society member**

### Relevant Project Experience

#### **Charlotte Water** - *Charlotte, North Carolina*

Mr. Silaban worked with UtiliWorks team for Charlotte's Water Meter Upgrade Program (280,000 water endpoints) and assisted with RFP response evaluation criteria, vendor evaluation, providing Charlotte Water with AMI vendor recommendation, and AMI vendor contract review.

#### **Bermuda Electric and Light Company (BELCO)** - *Hamilton, Bermuda*

Mr. Silaban worked with BELCO on their various work streams related to their electric grid modernization programs (38,000 electric endpoints). Those work streams include: (1) Pilot Deployment, (2) System Integration Design, (3) Business Process Re-Engineering, (4) Radio Frequency impact study, (5) Multiple technologies Procurement Support, (6) Overall Project Management and (7) Project monthly cash outlay projection.

#### **Austin Water** - *Austin, Texas*

Mr. Silaban provided Austin Water (220,000 water endpoints) with insightful data analysis in their water meter reader and testing accuracy audit project, and developed the audit report that was presented to the City Council.

#### **Oshawa Public Utilities Commission (PUC)** - *Oshawa, Canada*

Mr. Silaban assisted Oshawa PUC with the writing, data collection and analytics of a Roadmap and Financial Analysis that supported Oshawa PUC's rate case that was presented to Ontario Energy Board, in relationship with an advanced metering infrastructure (AMI) implementation and their supporting programs.

#### **Alameda Municipal Power** - *Alameda, California*

Mr. Silaban worked with UtiliWorks' team in developing an AMI feasibility study report for Alameda Municipal Power (35,000 electric

# ATHENS SILABAN

customers). This includes client data review, industry research and business case model review.

## **UtiliWorks Consulting - Baton Rouge, LA**

Mr. Silaban contributes to multiple areas for UtiliWorks. Among others, the essential work include: (1) Client project support/management, (2) Development of solicited/unsolicited proposals, (3) Grant writing, (4) Internal research assignments, (5) Sales and marketing activities, and (6) Opportunity management.

## **Additional Project References**

### **Advanced Metering Infrastructure (AMI) Assessments/ Feasibility Study:**

- City of Buena Park, CA
- Chelan County Public Utility District, WA
- City of Killeen, TX (+Grant Writing)
- St. Bernard Parish, LA (Rate Study)
- Barbados Light & Power Company, Barbados (Procurement)
- Orangeburg Department of Public Utilities, SC (Deployment Support)
- City of Galena Park, TX (Grant Writing)
- City of Arlington, TX (Grant Writing)

## **Previous Experience**

### **Louisiana State University (LSU) - Baton Rouge, LA**

Mr. Silaban worked as a research assistant while studying for his Master's degree at LSU. His research topic was related to a feasibility study conducted for a renewable energy source, with funding supported by the Department of Energy (DOE). His duty as a research assistant includes:

- Data collection and analysis
- Process optimization
- Engineering modeling & simulation
- Return on investment analysis ran on different operation conditions
- Annual report writing for DOE submission

# JOE GASPARD

## UtiliWorks Consulting, LLC

Associate

Mr. Gaspard is a UtiliWorks Associate based in New York who brings experience working in modeling, project management, and digital marketing to UtiliWorks. Joe excels at data analysis and business case development, as well as social media and digital marketing. Joe has also worked with technology vendors to align their product roadmaps with market trends. He supports the financial and operational analytics practices at UtiliWorks.



### Specialization

- Financial modeling
- Data analysis
- Project Management
- Business process development
- Social media marketing
- Competitive analysis
- Business case development
- Marketing and go-to-market strategy development

### Education and Certifications

- **BA, Government**, Harvard University, Cambridge, MA (*May 2012*)
- **Certified Associate in Project Management**, Project Management Institute (*January 2016*)

### Featured Project References

#### **Bermuda Electric and Light Company (BELCO)** - Hamilton, Bermuda

Mr. Gaspard is leading UtiliWorks' efforts to work with BELCO to develop the future state business processes in connection with their smart grid deployment. He works with department heads and key staff members to map current state workflows and identify how work will be performed once systems go live. Mr. Gaspard also worked with the BELCO team on the development of a revenue protection program, to be introduced in conjunction with their AMI deployment as well as the development of a distribution automation model.

#### **Alameda Municipal Power** - Alameda, CA

Mr. Gaspard developed the business case for Alameda Municipal Power's AMI feasibility study. He worked closely with Alameda staff to validate current financial metrics and prepare a cost model that compared three unique

deployment options to present to utility stakeholders.

#### **City of Killeen** - Killeen, TX

Mr. Gaspard assisted in the development of the business case for UtiliWorks' AMI feasibility study for Killeen, TX. Joe aided in data collection and analysis for the business case, as well as the drafting of the report. He also developed a report on the various financing options available to the city should they choose to move forward with a full AMI deployment.

#### **Mayfield Electric and Water Systems** - Mayfield, KY

Mr. Gaspard was part of a UtiliWorks team that evaluated different demand response program structures for Mayfield Electric and Water Systems. Mr. Gaspard evaluated usage patterns and demand profiles for residential customers within Mayfield's service areas, and created a financial model to project the benefits of time-of-use programs and technological interventions to reduce Mayfield's peak demand.

# JOE GASPARD

## Additional Project References

- Plaquemines Parish (Water/Wastewater Rate Study)
- Glendale Water and Power (AMI Project Report)
- Front Royal Public Utilities (AMI Feasibility Study)
- Austin Water (Meter Audit)

## Previous Experience

### **Gunderson Dettmer, LLP** - New York, NY

As a senior corporate paralegal at Gunderson Dettmer, Mr. Gaspard was responsible for managing client relationships, preparing pro-forma models for venture financings, and performing securities compliance research.

### **Knightsbridge Park Real Estate Marketing** - New York, NY

Mr. Gaspard worked as a digital marketing strategist for Knightsbridge Park. He designed and oversaw digital marketing campaigns and search engine optimization (SEO) for luxury real estate development websites. He also prepared press releases in connection with marketing efforts, and responded to feedback and questions from the public regarding development activities.

## Publications and Speaking Engagements

- Participated in panel discussion titled “Engaging and Serving Residents”. American Council for an Energy Efficient Economy, Intelligent Energy Conference. December 7, 2015.

## 2. Industry Recognition

### A. Awards

- **UtiliWorks' client, the City of Orangeburg's Department of Public Utilities (DPU) received the "Best Smart Infrastructure Project of the Year" award at CS Week 2015.** The awards were announced and distributed during the general session for CS Week on Wednesday, April 29, 2015 in Charlotte, North Carolina.
- **UtiliWorks was nominated as one of the top 25 companies to watch in 2014 by SmartGridNews.com.** UtiliWorks made it to the fifth and final round of voting in January 2014.
- **UtiliWorks Consulting was recognized at Louisiana Business Technology Center's (LBTC) Silver Anniversary Event** for outstanding achievements as a graduate of their twenty-five year history in Baton Rouge, LA on November 2013. Charles D'Agostino, Executive Director of the LBTC says, "The successful 25 year history of the LBTC at LSU could only be possible because of successful entrepreneurs and businesses like UtiliWorks which have the business idea, drive, and persistence to execute their business plan and act on the advice of the business counselors at the LBTC. The UtiliWorks team exemplifies the success of a business incubation program by doing what it takes to grow their business."
- **UtiliWorks client, Albuquerque Bernalillo County Water Utility Authority was awarded the Best Smart Infrastructure Project at CS Week 2013** in Tampa, FL. The Expanding Excellence Awards were announced on May 1, 2013 by CS Week and Electric Light & Power Magazine.
- **UtiliWorks was honored as the third place Company at the LSU 100: Fastest Growing Tiger Businesses (LSU 100) program.** The LSU 100 "identifies, recognizes and celebrates the 100 fastest growing LSU-owned or LSU-led businesses in the world." Todd Barlow, UtiliWorks VP/ Operations and Dale Pennington, UtiliWorks' Managing Director received the award on Friday April 26, 2013 at the Crowne Plaza Baton Rouge Hotel.
- **UtiliWorks Consulting's client, the City of San Marcos, TX, was awarded the Best Smart Infrastructure/Grid Project at CS Week** in Nashville, TN. The Expanding Excellence Awards were announced on May 27, 2010 by CS Week and Electric Light & Power Magazine.
- **UtiliWorks Consulting's client, the City of Ruston, won the Smart Grid Project of the Year by Utility Automation and Engineering T&D Magazine,** a division of PennWell Corporation. The awards were announced and distributed during the opening keynote ceremony for DistribuTech on March 23, 2010 in Tampa, Florida.
- **The Town of Danvers, MA was selected to receive approximately \$8.5M from the DOE Smart Grid Investment Grants (2009).** The federal stimulus funds will be allocated towards a program to deploy 12,000 smart meters for the full customer base, upgrade cyber security systems and automate outage management.
- **The City of Ruston, LA, received an SGIG award for \$4.3 million late October, 2009.** Three major phases and overall program management services consists of engineering, design, planning, project management, cyber security, customer education and policy initiatives. The projects phases are Customer Information Systems, electric AMI system and MDM system, and electric distribution improvements.

- **UtiliWorks Consulting's client, the city of San Marcos, TX, was awarded the AMI Project of the Year at Distributech 2009 by Utility Automation & Engineering T&D Magazine.**

## **B. Speaking Engagements**

Our consultants are recognized for their thought leadership as they speak and write on a variety of relevant subjects in the utility sector.

- **UtiliWorks' Associate, Joe Gaspard served in a panel entitled "Smart Cities - Engaging & Serving Residents" as a part of the American Council for an Energy-Efficient Economy (ACEEE) Intelligent Efficiency Conference. The event took place at the Westin Boston Waterfront Hotel from December 6 through December 8, 2015.**
- **UtiliWorks' Principal, Kody Salem and Field Engineer/ Project Manager, Joe Kelly represented UtiliWorks as sponsors, presenters and exhibitors at the 2015 Rural Smart Grid Summit. The event took place November 1-3, 2015 at the Omni Rancho Las Palmas Resort & Spa in Palm Springs, California.**
- **UtiliWorks' Managing Director, Dale Pennington presented "Maximize Your AMI Investment: A Consultant's Guide" at the Sensus Reach 2015 conference on October 26, 2015. The conference took place at the Renaissance Orlando SeaWorld in Orlando, FL.**
- **UtiliWorks' Managing Director, Dale Pennington, and Principal, Kody Salem, represented UtiliWorks as sponsors, presenters and exhibitors at the 2015 Smart Water Summit (SWS). The event was held from September 20 - 22, 2015 at Omni Rancho Las Palmas Resort & Spa in Palm Springs, CA.**
- **UtiliWorks' Managing Director, Dale Pennington presented on the "Emerging U.S. Smart Grid Trends and Technologies" panel at the German American Smart Grid Symposium on September 15, 2015 in Chicago, IL.**
- **Mark Windus, Manager for UtiliWorks, presented "Smart Grid is Won or Lost in the Back Office" at CARILEC's Chief Executive Officers and Finance Conference on May 20, 2015 in Punta Cana, Dominican Republic.**
- **Dale Pennington, UtiliWorks' Managing Director spoke on "Smart Grid's Disruptive Technologies and the Potential Effects on a Utility's Pricing Structure" at CMRG 2015 on May 19, 2015 in Roseville, CA.**
- **Dale Pennington, UtiliWorks' Managing Director presented on "How to Be Drought-Resilient with a Smart Water Network" with Dan Pinney, Director of Global Water Marketing at Sensus. The complimentary UIM: Water Utility Infrastructure Management educational webinar occurred on June 24, 2015 at 2:00 p.m. EST.**
- **Dale Pennington, UtiliWorks' Managing Director spoke at the Advanced Metering Infrastructure Symposium sponsored by the Association of California Water Agencies. The event took place in West Sacramento, CA on February 26, 2015. Dale presented on "Technology Evolution in Water Management."**
- **David Shpigler, Principal for UtiliWorks presented "Developing Trends in Distributed Energy Resources " at TechAdvantage 2015 on Thursday February 26, 2015 at 10:30 a.m. Dale Pennington, UtiliWorks' Managing Director also presented at TechAdvantage. His presentation was on "How to Implement a Pre-Pay System on Wednesday February 25, 2015 at 8:30 a.m. The conference and exhibition took place February 23-26, 2015 at the Orange County Center in Orlando, FL.**

- **Dale Pennington, UtiliWorks' Managing Director** participated on a **Water Utility Technology Panel Session** titled "Transferring Asset Data to Operations" at **Distributech 2015** on February 5, 2015 at 10:30 a.m. in Room 28E. The conference and exhibition took place February 2-5, 2015 at the San Diego Convention Center in San Diego, CA.
- **Dale Pennington, UtiliWorks' Managing Director** spoke at **EVOLVE: The 2014 Sensus Utility Conference**. Dale presented on "Water Infrastructure Management in an Era of Evolving Data Analytics" on November 3, 2014 at the Arizona Grand Resort in Phoenix, AZ.
- **UtiliWorks** sponsored, presented and exhibited at the **2014 Municipal Smart Grid Summit**. The event took place June 22-24, 2014 at Arizona Grand, Phoenix, AZ.
- **UtiliWorks** presented at the **Aclara Client Conference 2014** which took place in Orlando, FL from May 5-8, 2014. UtiliWorks presentation was titled "Water Infrastructure Management in an Era of Evolving Data Analytics."
- **Dale Pennington, UtiliWorks' Managing Director** spoke at the **Energy, Utility and Environmental Conference (EUEC) 2014** in Phoenix, AZ from February 3-5, 2014. Dale presented on Optimizing Renewable Projects, Plug-in Electric Vehicles, Home Area Networks and Tactics on Building a Smart Grid.
- **UtiliWorks** participated on a **Panel Session** titled "Enterprise Information and Asset Management Track: Using AMI Data for Added Value Operational Solutions" at **Distributech 2014** on January 28, 2014 at San Antonio, TX.
- **UtiliWorks** exhibited and presented at the **Harris Customer Training Conference** on October 30 - November 01, 2013 in Gaylord Palms, FL. The presentation focused on next generation Smart Metering and what to do to maximize the benefits of Smart Metering.
- **UtiliWorks with Synaptitude Consulting** sponsored, presented and exhibited at the **2013 Rural Smart Grid Summit** (October 2013) and **2013 Municipal Smart Grid Summit** (June 2013).
- **Dale Pennington, UtiliWorks' Managing Director** spoke on "Utility Case Study: Brownsville Public Utility Board" at the **EUCI Volt/VAR Optimization Conference** in June 2013.
- **Dale Pennington, UtiliWorks' Managing Director** spoke at the **Municipal Electric Power Association of Virginia (MEPAV)** conference on Wednesday May 22, 2013 in Virginia Beach, VA. Dale presented on "Advanced Metering Infrastructure (AMI) Update."
- **UtiliWorks** presented at the **2013 NRECA Tech Advantage Conference with Synaptitude** on Tuesday February 19, 2013 in New Orleans, LA. The session was titled "Smart Grid is Won or Lost in the Back Office."
- **Dale Pennington, UtiliWorks Managing Director** spoke on a panel at **Distributech 2013** in San Diego, CA. The session on January 29th was titled "A Consultant's Guide to the Smart Water Network Lifecycle."
- **UtiliWorks** sponsored, presented and exhibited at the **2012 Rural Smart Grid Summit** with Synaptitude Consulting. The event took place October 28-31, 2012 at the Rancho Bernardo Inn in San Diego, CA.
- **UtiliWorks** presented at **Harris North Star's Customer Conference** on November 7, 2012 in Nashville, TN. The session was titled "doing more with less: Gearing Meter Data Management for the Smart Infrastructure Journey."

- **UtiliWorks presented with Synaptitude at Utilimetrics' Autovation 2012** in Long Beach, CA on Wednesday October 3, 2012. The presentation was titled "Lessons Learned Implementing AMI in Muni's and Coop's."