Response to

Request for Proposals
#42081120

for

# Advanced Metering Infrastructure (AMI) Solution Consulting Services

**August 11, 2020**

Submitted by:
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August 11, 2020

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Denver, Colorado 80246
web: www.excergy.com

Joe Benjamin, CPPO, CPPB, Certified Senior Procurement Analyst
City of Tampa
306 E. Jackson Street, 2E
Tampa, FL 33602

Re: Request for Proposals #42081120 AMI Solution Consulting Services

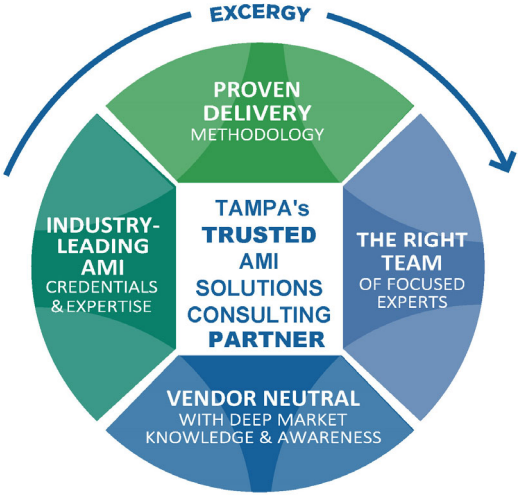
Dear Mr. Benjamin and Members of the Evaluation Committee:

Excergy Corporation (Excergy) is pleased to respond to the City of Tampa (City's) Request for Proposal Number 42081120 for Advanced Metering Infrastructure (AMI) Solution Consulting Services.

Our consultants have performed Smart Meter and AMI system procurement and consulting services directly related to those described in the RFP and proposed herein for many leading water, electric, and multi-service municipal and independent utilities across North America where meter counts ranged from 10K to 4.7M. Our municipal water utility AMI procurement experience includes the cities of Newport News (VA), Fort Collins (CO), Huntsville (AL), Greensboro (NC), Greenville (TX), Halifax Regional Water Commission (NS), the Region of Halton Water (ON), Chesterfield County PUD (VA), and Tacoma Public Utilities (WA) to name a few. In Florida, we have supported the Cities of Clearwater and Casselberry, Kissimmee Utility Authority and JEA with similar AMI services.

Our industry leading expertise in smart technologies, such as AMI, MDMS, Data Analytics, and Distribution Automation, is augmented by our knowledge in virtually all other utility IT system such as Customer Information Systems (CIS), Geographical Information Systems (GIS), Work Management Systems (WMS), Mobile Workforce Management (MWM), Distribution Planning Systems (DPS) and Enterprise Service Bus (ESB). This enables us to understand not just the smart metering technologies per se, but all of the detailed integrations and interactions that need to occur to implement projects successfully in the enterprise. We know how to leverage multiple systems and successfully combine the near real-time information of smart metering with outputs of other systems. In short, the Excergy team has the technical savvy and actual implementation experience to significantly benefit the City and its customers in the AMI project.

The proposed Excergy team is comprised of expert consultants who bring unparalleled knowledge and experience in Water AMI as well as industry-leading expertise in all aspects of vendor procurement. Excergy's world-class tools and processes have led to an unmatched record of successful project outcomes—and we will apply this expertise to the City's AMI procurement project. To ensure the best services for the City, and to help achieve the City's minority- and woman-owned business enterprise goals, our team includes EPIC Engineering & Consulting Group, a City of Tampa Certified MBE. In addition, we have included a key resource from another firm, UtiliWorks, who has been an executive at a large water utility and is highly experienced in business operations and AMI selection.




## *Why Excergy*

Our ***AMI credentials*** demonstrate an unmatched level of knowledge to successfully address the project scope. Our ***proven delivery methodology*** uses an integrated task approach that has led to 100% successful project outcomes and assures that all requested deliverables are thoroughly addressed. Our team of ***focused experts***, with an average of 25+ years of experience, have successfully completed hundreds of assessments, studies, business cases, specifications, strategic roadmaps, vendor selections, and implementations. We pride ourselves on being ***vendor neutral***. We

have fine-tuned our methodologies over many engagements to produce world-class tools and processes. Together, these elements form the foundation that makes Excergy the ***City of Tampa's trusted AMI partner.***

We appreciate the opportunity to submit our response for your consideration. Should you have any questions or require additional information, please feel free to contact me via phone at 720-988-4354 or email at jketchledge@excergy.com.

Sincerely,

James A. Ketchledge
CEO & President, Excergy Corporation

# Table of Contents



## List of Figures



## List of Tables

## ATTACHMENT A - PROPOSAL SUBMITTAL CHECK LIST

The Proposer is cautioned to read and become familiar with all sections of the City of Tampa's (City) RFP package. Failure to do so may result in the submission of an irregular RFP response by the Proposer resulting in its possible rejection by the City. The following itemized checklist identifies various items that are mandatory requirements in order to accept the Proposer's response to the City's RFP. No representation is made that the following checklist is a complete guide to every requirement for consideration by the Proposer.

It is the responsibility of the Proposer to complete the Check List, identify the proposal page number and submit in the proposal under Section 5. Proposal Submittals.

| **MANDATORY REQUIREMENTS** | **PAGE NUMBER IN PROPOSAL** |
|---|---|
| **SECTION 5. PROPOSER SUBMITTALS** | |
| 5.2.1 Qualifications (Knowledge, Expertise, Capabilities): | Tab 3, page 3 |
| 5.2.2 Base Costs and Scope of Project | Tab 3, page 9; Tab 9, page 28 |
| 5.2.3 Expenses | Tab 3, page 9; Tab 9, page 28 |
| 5.2.4 Overall Work Schedule | Tab 3, page 9 & 10 |
| 5.2.5 Facility and Other Requirements | Tab 3, page 10 |
| 5.2.6 Methodology | Tab 3, page 10 |
| 5.2.7 Conflict of Interest | Tab 3, page 11 |
| **BIDDERS AFFIRMATION FORM**<br>Form is filled out, executed and notarized. | Tab 10, page 30 |
| **PROPOSAL SIGNATURE FORM**<br>Form is filled out and executed. | Tab 11, page 31 |
| **SUB-CONTRACTING FORMS**<br>**Form MBD 10 - Solicited**<br>Form is filled out and executed. | Tab 8, page 27-A |
| **Form MBD 20 - Utilized**<br>Form is filled out and executed. | Tab 8, page 27-B |
| Proposal is submitted in the format required under Section 13. Content of Proposals? | Yes, see Table of Contents |

City of Tampa
Jane Castor, Mayor

**Purchasing Department**
**Gregory K. Spearman, CPPO, Director**
306 E. Jackson Street, 2E
Tampa, Florida 33602

Office (813) 274-8351
Fax: (813) 274-8355

**ALL FIRMS ON BID LIST**

| | | |
|---|---|---|
| **REF:** | City of Tampa RFP, dated | **July 10, 2020** |
| | RFP for Furnishing: | **42081120 ADVANCED METERING INFRASTRUCTURE (AMI) SOLUTION CONSULTING SERVICES** |
| | To Be Opened: | **August 11, 2020 @ 3:30 PM** |
| **SUBJECT:** | **ADDENDUM NO. 1** | **July 31, 2020** |

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**Section 13.2, Tab 3. Response to Proposal** should be removed and replaced with the following:

- **Tab 3. Response to Proposal.** Please include all requirements described in Section 5. Proposal Submittals.

**Section 13.2, Tab 4. Scope of Services** should be removed and replaced with the following:

- **Tab 4. Scope of Services.** Specifically state the Proposer's understanding of the work to be accomplished and make a positive commitment to perform the work and include all the requirements and/or documentation requested in Section 3. Scope of Services.

**FOR INFORMATIONAL PURPOSES ONLY:**

The City received the following questions prior to and after the pre-bid meeting. The questions and answers are in no particular order:

**Q1.** Can a Canadian corporation complete the Proposer's Affidavit by substituting "province" and "region" for "state" and "county?" (E.g. State: Ontario, Canada; County: York)

**A1.** Yes.

**Q2.** Please confirm that DemandStar is used only to issue bid documents, and that proposals are to be submitted in hard copy format to the City per Section 13's requirement for 3-ring binders.

**A2.** Confirmed. Proposers should refer to the instructions in Section 13 Content of Proposals, and submit proposals shipped via common carrier.

**Q3.** Was there business case or feasibility study prior to this phase of work, and if so, if we can get a copy.

**A3.** Yes. See attached.

**Q4.** Please provide clarification on the evaluation criteria, e.g. how are these "technology" criteria applied to consulting services?

**A4.** The technology criteria provide a basis for each prospective Consultant to detail their experience on each subject. This criteria will also provide the City with a more thorough breakdown of the AMI implementation experience of each prospective Consultant.

**Q5.** Do I check the individual or the corporation box under type? My federal ID# is always my personal social security number.

**A5.** Unless your firm is incorporated then you would use the box for Individual.

**Q6.** Is consulting exempt under Florida LLC law from obtaining a license?

**A6.** You would need to pose that question to the appropriate State of Florida agency.

**Q7.** Regarding WMBE/SLBE 20 point allocation; if a company is certified as one (i.e. WMBE), but not a SLBE how would those points be allocated?

**A7.** Please refer to Section 14.2, Numbers 1 and 2 for how each program is scored. It is not required to have dual certification and points are awarded by one certification or the other.

**Q8.** RFP Section 5.7, Conflict of Interest (page 6), instructs us to provide a written statement acknowledging any conflicts we may have. Please verify where (under which tab listed in RFP Section 13.2) you would like for this statement to be provided in our response?

**A8.** Please refer to changes made to Section 13.2, Tabs 3 and 4 above.

**Q9.** RFP Section 13.2, Tab 7, Operational Plan (page 16): Please explain what information you are requesting in this tab? Is this where you would like to see our proposed staffing and organization chart? Or other information?

**A9.** Please refer to changes made to Section 13.2, Tabs 3 and 4 above.

**Q10.** What is the planned timeframe that the City desires for the project to start and be completed by?

**A10.** Project timeline/s will be negotiated with the Successful Proposer.

**Q11.** If we don't partner with a MWBE partner, is it still required that we submit the LOI?

**A11.** No.

**Q12.** Could you please clarify how the proposal should be submitted?

**A12.** Please refer to answer A2, above.

**Q13.** What type of utility billing software does the City of Tampa currently use?

**A13.** The City currently utilizes Cayenta as our billing software.

**Q14.** With proposal responses to the City, are we to follow the layout as directed under Section 5. Proposal Submittals, Items 5.1 thru 5.7 OR are we to follow the proposal layout as directed under Section 13. Content of Proposals, Items 13.2, Tabs 1-11?

**A14.** Section 5 Proposal Submittals describes what is to be included, while Section 13 Content of Proposals is the format that proposals are to be submitted in. Also, refer to change made to Section 13.2, Tabs 3 and 4 above.

Acknowledgement of this Addendum is required if a proposal is being submitted. Refer to the RFP package under Section 13, Contents of Proposals, Subsection 13.2, Tab 1. Addenda.

Sincerely,

Gregory K. Spearman, CPPO

Gregory K. Spearman, CPPO
Director of Purchasing

*Excergy acknowledges receipt of all pages of the Business Case provided with Addendum #1.*

# BUSINESS CASE
# Automated Meter Reading for the City of Tampa

City of Tampa Water Department

March 2, 2011

R·W·BECK

An SAIC Company

# Tab 2. Florida Public Records Law

Excergy Corporation has read and acknowledges the Florida Public Records Law requirements as listed in Section 11.4 of the City of Tampa's RFP.

Further, we are aware that the Proposal and the responses thereto are in the public domain and are available for public inspection and copying. We have not designated any content as "exempt from public disclosure" and, therefore, we have not provided a "redacted" copy of our response.

We understand that all submittals received in response to this Proposal will become the property of the City of Tampa and will not be returned, and, in the event of an award, all documentation produced as part of the contract will become the exclusive property of the City.

# Tab 3. Response to Proposal

## Project Understanding

The City of Tampa is embarking on a transformational journey, which will enhance operational efficiency, secure revenue streams, support growth, and offer better services to customers. By introducing AMI, the City of Tampa Water Department (TWD) will position itself well for the future and establish a foundation from which even more benefits can be layered on in the future. The Request for Proposal for AMI solutions form the foundation of your entire AMI project—from clarity on requirements to vendor assessment, selection, contracting and performance. As such, this step will drive performance over the entire project lifecycle.

Planning and implementing an AMI project can be one of the most complex endeavors a utility undertakes. The new technologies, integrations to legacy systems, business process transformation within the utility, and customer engagement aspects are multifaceted and connected in a way that most operational upgrades are not. Successful projects follow an excellent project management (PM) and integration process due to challenges related to the inherent complex technology, the lack of depth in many vendors' project services, and the integration points across other enterprise IT systems. It is extremely important to get started on the right path early in the process.

The City has budgeted for and desires to implement an AMI solution during the next five-year period and is seeking an experienced and qualified Consulting firm that specializes in AMI to assist in developing one or more Request for Proposal(s) (RFP) for procuring an AMI solution. The City is looking for a firm with a profound understanding of the current AMI environment in municipal utilities. Excergy is that firm.

The Excergy mission on the City's AMI project is to ensure your success through a high-quality delivery that meets your needs, budget, and schedule. Excergy will develop a plan and prepare the City to issue an AMI solicitation to the industry. Multiple aspects of the required technology, software, and services will be examined. Excergy will provide assistance with the vendor selection process to assure that the City selects an AMI vendor that best suits the needs of the City at a negotiated price that meets City budget needs and expectations.

Excergy offers "one-stop/one-shop" services with depth and demonstrable experience in all required areas. With equal strength and project background in procuring, assessing, and implementing the required technologies—and absolute vendor independence—we are able to deliver the optimal solution streamlined and tailored to the City's unique situation. A key differentiator for our team is that we have not only created RFPs to implement technology solutions for utilities, we have actually implemented these systems so we know the nuances of what is required in the AMI proposal for ultimate project success.

### *Keys for Success*

Excergy commits to performing the scope of work outlined in Section 3, Scope of Services, of the City's RFP (page 4). We will achieve this by:

- Facilitating a balanced and effective AMI System Selection Process by:
  - Develop a clear and measurable vendor request for proposal (RFP) that articulates the City's roadmap and requirements, and provides a level playing field for each responding AMI provider.
  - Allow each vendor the opportunity to concisely demonstrate how they meet the needs of the City and differentiate their particular AMI System's pros and cons.
  - Provide a total cost of ownership (TCO) evaluation method for the City to make an informed decision on which AMI System best meets its needs.
- Supporting the City in constructing a favorable commercial agreement that ensures vendor performance and the City realizes the intended benefits of the AMI System at the lowest possible cost and risk.
- Supply knowledge from previous vendor negotiation experience at other utilities and negotiate the best possible TCO for the City.

## Proposer Submittals

As instructed, the following paragraphs provide detailed information per the requirements listed in Section 5 of the RFP (pages 5 and 6). Because some of the information from Section 5 of the RFP was also requested in the tabs outlined in Section 13 of the RFP (pages 16 and 17), we have provided a few cross-references, particularly as it relates to cost information, as applicable.

### *5.1 Qualifications*

#### *Excergy History*


Excergy was formed in 2011 in response to the market need for a customer-focused and highly competent consulting firm in the wake of mergers and acquisitions that had removed this type of firm from the industry. Today, we are a successful small business firm whose business model remains that of a highly skilled, senior team of experts who are recognized leaders in the industry. We have attracted key talent from Enspiria/Black & Veatch, UtiliWorks, and R.W. Beck (SAIC/Leidos), as well as directly from successful utilities.

Our particular ***business focus is municipal utility projects***—from feasibility studies, strategic plans, business cases, vendor selection, and all phases of the AMI system implementation life cycle—therefore, we understand municipal government procurement practices and philosophies.

#### *Excergy AMI Qualifications*


Our team is known throughout the industry as AMI experts. We put one of the very first MDMS through development and into production at JEA in 2004 before the term Smart Grid was even invented. We've deployed dozens of MDMS and AMI projects, have won several "Project of the Year" awards, have been brought in to rescue troubled AMI projects for various utilities, and were asked by industry leaders to write the book, ***Successful Smart Grid Implementation***—the definitive guide on AMI project development and implementation.

Our skill set encompasses all phases of a smart utility project, from the initial AMI needs assessment and technology roadmap, to the vendor Requests for Proposal (RFP), all the way through to successful implementation and "go-live" of a holistic and integrated system. Our team of experts have implemented or integrated virtually every major utility information technology system in the past 20 years with a ***100% project success rate***; this includes AMI, MDMS, CIS, Enterprise Asset Management (EAM), GIS, Mobile Workforce and Work Management System (MWFM/WMS), Outage Management System (OMS), and Customer Portal and Communications. ***We understand the entire utility "system of systems."***

Our project team has not only delivered business cases, assessments, roadmaps, and plans, we have also supported system procurement and vendor selection activities, and then gone on to implement these plans for utilities through our implementation and integration services. This has provided invaluable feedback and insight into what works (and what doesn't work), ***as well as very deep knowledge of the different vendors' strengths and weaknesses***. We apply these lessons learned in implementation back into our front-end consulting to continually improve our offering.

We are familiar with virtually all current and emerging AMI technologies as well as ancillary products and services. We are scrupulously ***vendor neutral*** and vendor independent, and have no "partnership" arrangements or relationships with any vendors or other firms. This assures the City that our recommendations are the very best for your needs and requirements. As indicated in our past experience with many similar projects (Tab 6, General Statement of Experience), our selection processes have resulted in multiple vendors chosen for our clients, indicating the unbiased nature of our methodology. Additionally:

- Our clients have ***won major industry awards*** for outstanding performance, vision, and collaboration: One utility was presented an award for the utility company that best exemplifies excellence in project management for execution of their Smart Metering project. Qualifications included completed within budget and on-time, challenges encountered and overcome, and benefits realization. Another utility client was presented dual awards

for Innovation and Collaboration in planning and execution of their AMI project, which involved AMI, MDMS, and Demand Response (DR) components. That client was also named by *U.S. News and World Report* as one of the Top 10 Cities Adopting Smart Technology, where the "Smart Grid of tomorrow is a reality today."

- We've ***completed 100s of AMI projects*** for utility clients: Our consultants are experts with AMI business cases and feasibility studies. This expertise, combined with managing and scheduling dozens of actual implementations for virtually all vendor AMI technologies over the past 15 years, gives us unparalleled knowledge of AMI costs. We've performed scheduling and cost estimating on AMI implementation projects with similar size, type, complexity to the City of Tampa, with experience that has ranged from utilities of 10,000 endpoints to over 4.7M. Additionally, we have supported or managed 50+ AMI system vendor selections.
- Our individual and collective experience in AMI consulting is impressive: Our personnel average ***25 years*** of AMI consulting experience; collectively as a firm, we bring nearly ***400 years of AMI knowledge*** and experience. Furthermore, we are frequent speakers at utility industry conferences, have taught AMI implementation and continuing education courses for utility industry professionals, and serve as members and session chairs on specialized Advanced Metering roundtables.
- Our skill set is ***precisely tuned for your AMI procurement needs***. We are aware of the unique drivers and considerations to plan and implement successfully in your environment, as demonstrated by our projects at clients with similar objectives (see Table 1 on page 5 below). Through these projects we have gained a complete and ***thorough understanding of the all elements*** required to meet the scope and objectives of your AMI procurement project. The combination of deep AMI knowledge ***lessens the learning curve*** and ensures that the solution is tailored appropriately for the City.

### *Experience in AMI Consulting Projects*

Excergy professionals have guided many utilities on their technology and business journeys. Giving thorough consideration to stakeholder objectives, legacy technologies, regulatory drivers, strategic goals, incumbent staff, processes, and practices, our staff develops analyses that achieves lasting value for all stakeholders. We have fine-tuned methodologies over many engagements to produce world-class tools and processes that have led to an unmatched record of successful project outcomes. We have performed a wide variety of operational technology and information technology projects for dozens of public and investor-owned utilities across North America as shown in Figure 1.

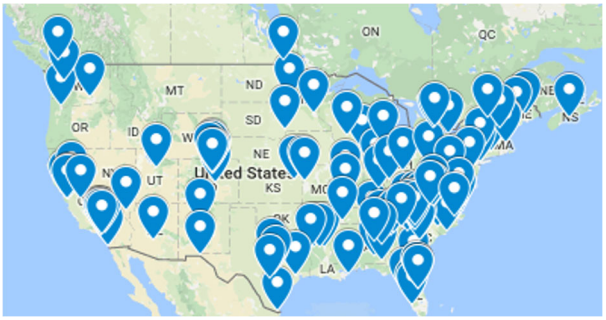



*Figure 1. Excergy Client Locations*

Our staff has demonstrated success in AMI implementation for more than 20 years for water, gas and electric utilities where meter counts ranged from 10K to 4.7M as shown in Table 1, next page. Most recent and similar to the scope and size of the City is our work for the Newport News (VA), Fort Collins (CO), Huntsville (AL), Greensboro (NC), Greenville (TX), Halifax Regional Water Commission (NS), the Region of Halton Water (ON), Chesterfield County PUD (VA), and Tacoma Public Utilities (WA).

*"Excergy was selected as the best partner to examine the upfront feasibility of these advanced technologies, and if the business case warrants, assist us in selecting vendors and implementing these systems."*

— Tracey Mercer, City of Clearwater

*Table 1. Excergy Team Recent AMI Project Experience*

| *Excergy Team Utility Projects with Similar Scope within past 5 years* | Project / Vendor Mgmt. / Quality Assurance | Pre-Implementation / Implementation Plans | Procurement / Vendor Selection | Requirements & Specifications | System Integration / Test Engineering | Deployment Management | Strategic Planning / Technology Roadmaps | Business Case / Feasibility Study | Stakeholder / Customer Engagement | Organizational Change Management | Business Process Design | Other Specialized Services |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Recent Projects** | | | | | | | | | | | | |
| Burbank Water & Power | ■ | ■ | ■ | ■ | ■ | ■ | | | | | ■ | |
| Chesterfield County PUD (VA) | ■ | ■ | ■ | ■ | | ■ | | | ■ | ■ | | |
| City of Casselberry (FL) | ■ | ■ | | ■ | | | | ■ | | | ■ | |
| City of Clearwater (FL) | ■ | ■ | ■ | ■ | | | | ■ | | | ■ | |
| City of Fort Collins (CO) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| City of Greensboro (NC) | ■ | ■ | ■ | ■ | | | ■ | ■ | ■ | ■ | | |
| City of Loveland (CO) | ■ | | ■ | ■ | | ■ | ■ | | | ■ | | ■ |
| City of Newport News (VA) | ■ | ■ | ■ | ■ | ■ | ■ | | ■ | ■ | ■ | ■ | ■ |
| City of Santa Clara/SVP (CA) | ■ | ■ | | ■ | ■ | ■ | ■ | | ■ | ■ | ■ | |
| City of City (CO) | | | ■ | | | | ■ | ■ | | | | |
| Consolidated Edison of New York | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | ■ | ■ | ■ | ■ |
| Contra Costa Water District (CA) | ■ | ■ | | | | | | ■ | | ■ | | |
| ElectriCities of North Carolina | ■ | | ■ | | | | ■ | | | | | ■ |
| GEUS (TX) | ■ | ■ | ■ | ■ | ■ | | | | ■ | ■ | ■ | ■ |
| Halifax Regional Water Comm. (NS) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Huntsville Utilities | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| IREA (CO) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | ■ | ■ | ■ | ■ |
| Kissimmee Utility Authority (FL) | ■ | | ■ | ■ | | | | | | ■ | | |
| Memphis Light, Gas & Water | ■ | | | ■ | | | | | | | ■ | ■ |
| Merced Irrigation District (CA) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | ■ | ■ | ■ | |
| Otter Tail Power Company (MN) | | | | | | ■ | | | | ■ | | ■ |
| Portland General Electric | ■ | ■ | ■ | ■ | | ■ | ■ | | | | ■ | ■ |
| Regional Municipality of Halton (ON) | ■ | ■ | ■ | ■ | ■ | ■ | | | ■ | ■ | ■ | ■ |
| Santa Clara Valley Water District (CA) | ■ | | | | | | ■ | | | | | ■ |
| Tacoma Public Utilities | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |

### *Team Subconsultant Experience*

***EPIC Engineering & Consulting Group (EPIC)*** is a Florida-based Small Business Enterprise (SBE), Minority Business Enterprise (MBE), Disadvantage Business Enterprise (DBE), as well as a Local Developing Business (LDB). Through a single-minded focus on customer services and delivery of smart, sustainable, scalable and cost-effective solutions to their clients, EPIC has established a customer footprint that extends across the United States. Since their inception in 2006, EPIC has successfully completed over 400 projects primarily focused on local government clients in the Florida region, including the City of Tampa Water Department. EPIC has become a world-class team in analyzing and optimizing multiple aspects of their clients' operations, with a focus on infrastructure domain including utilities, public

works, transportation and aviation. Their business-first approach is focused on listening to the client needs, reviewing their business processes, and delivering services that are targeted to deliver best value to their organizations. EPIC is currently providing Software Quality Control support services (including application testing and User Acceptance Training) on the City of Tampa's General Employees' Retirement System project.

***UtiliWorks Consulting*** is a wholly owned subsidiary of E Source. Since their founding in 2005, UtiliWorks has provided services to over 100 utility clients and with a core focus on AMI/Smart Metering and related technologies. UtiliWorks has a clear understanding of the costs and benefits derived from AMI and associated technology solutions for utilities, as well as the operational impacts of deploying such technology. UtiliWorks provides a range of service to aid utilities in optimizing their AMI initiatives including: strategic planning and feasibility studies, procurement and vendor evaluation, vendor contracting, change management and business process, systems integration design and planning, meter surveys and field services. Additionally, UtiliWorks has performed program management oversight of all major AMI and MDM vendors.

### *Assignment of Professional Staff*

Excergy's mission is to provide the right team of focused experts on each project we pursue—highly skilled senior consultants who are experts in their fields and understand the unique drivers, responsibilities, and needs of our clients. Therefore, to best deliver the scope of services detailed in this proposal, we are proposing three experienced consulting experts as shown in Figure 2.

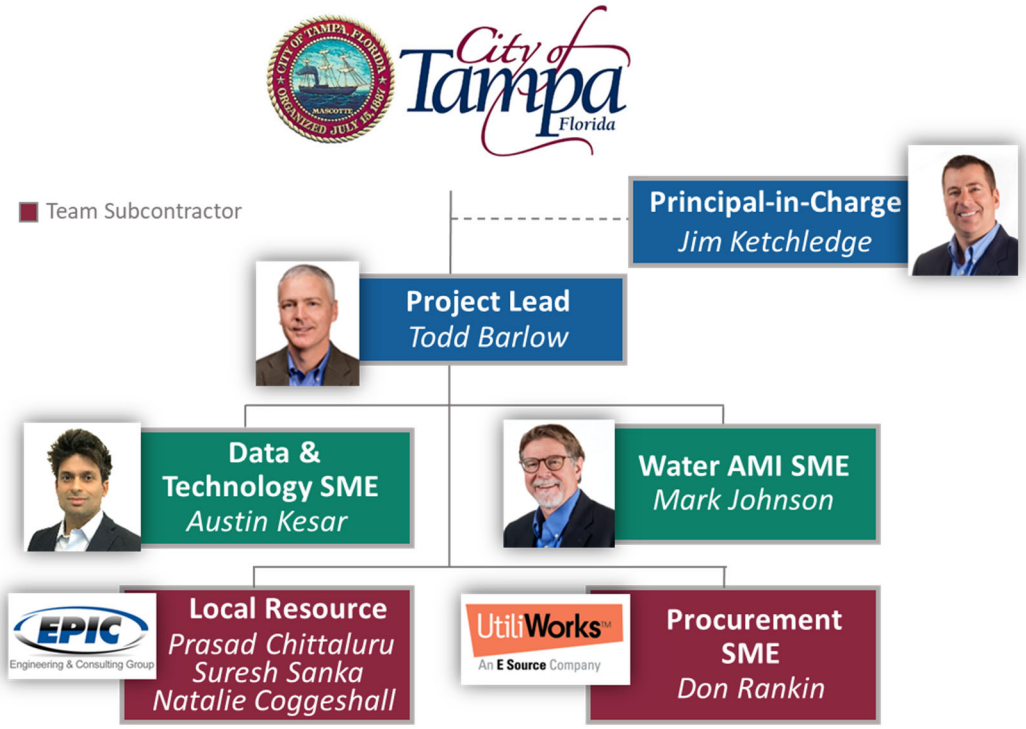



*Figure 2. Proposed Project Organization Chart*

Our significant expertise is a distinguishing characteristic of the Excergy team. With an average of 20+ years of experience, and nearly 160 years combined, this team brings industry-leading expertise to deliver a well-executed project. These consultants have planned, designed, and implemented many AMI systems and successfully delivered similar scopes of work to many utility clients. As such, most of these experts can accomplish in a few hours what it takes a less experienced consultant days to achieve. The City will benefit greatly from the quality of our staff—and our focus on your success. The following brief biographies outline the experience each brings to this engagement. Full resumes are provided in ***Appendix A, Resumes***.

**Todd Barlow** is an Executive Consultant with 25 years of experience guiding clients through the development and delivery of complex, infrastructure and IT projects in the utilities industry. His expertise includes evaluating project feasibility, defining requirements, procurement planning, vendor selection, project management and project quality assurance. Todd combines application knowledge with a practical understanding of commercial transactions involving all the stakeholders engaged in an end-to-end project delivery. Todd was the co-founder and COO of UtiliWorks, a business that he directed from startup to acquisition in 2014. He spends time engaging customers, partners and vendors to ensure that contract delivery fully supports the technical and business objectives for the project, Todd has served in this role for several Excergy clients throughout the southeastern United States and Canada, including *Huntsville Utilities, Halifax Regional Water Commission, Regional Municipality of Halton, Chesterfield County PUD, GEUS, Kissimmee Power Authority, and the Cities of Casselberry, Clearwater, Greensboro, and Newport News*.

**Mark Johnson** is an AMI expert for water, electric and gas utilities with more than 40 years of deep practical knowledge implementing and integrating IT systems. Mark has 20 years of experience in smart grid, AMI, MDMS, field automation, and geospatial systems for water, gas and electric utility operation. His expertise includes project management, strategic visioning, business process modeling, requirements definition, business case development, vendor selection, integration and implementation planning, system configuration, deployment strategies, and project audits. He has developed product roadmaps, project implementation methodologies, and is an expert at IT integrations. He has supported AMI efforts at *Huntsville Utilities, Halifax Regional Water Commission, Chesterfield County Public Utility District, Halton Region, Tacoma Public Utilities, Fort Collins Utilities, SAWS, Contra Costa Water District, IREA, Memphis Light, Gas, and Water, and the Cities of Clearwater, Greensboro, Newport News*.

**Austin Kesar** brings 10 years of utility industry experience, including significant experience in finance and analytical modeling to support strategic programs related to smart grid solutions for the utility industry as well as data analytics. He has been involved in strategy development activities for utilities, assisted with the examination of business and technical issues related to migrating from existing systems to smart meter solutions, authored testimony for utility managers, helped to create meaningful regulatory strategies for their smart metering projects, prepared analysis used in proceedings, held workshops with executives, and supported detailed cost/benefit analysis efforts. Prior to joining Excergy in 2018, Austin developed an AMI Business Case financial model that gained the approval of a State's Public Service Commission. He provided strategy consulting services leading to the development of a comprehensive AMI "Opt-Out" Plan, and led the development of the utility's financial business case; authored materials used for hearings; and supported the utility before the Commission. Austin has supported Excergy's AMI work at the *City of Casselberry, Halifax Water, Chesterfield County PUD, IREA, Halton Region, Greensboro, Fayetteville Public Water Commission, and Tacoma Public Utilities*.

**Dr. Prasad Chittaluru *(EPIC)*** has over 20 years of program and project management experience in enterprise systems design, implementation and maintenance. He has extensive knowledge in working with government agencies, DOTs, utilities, public works and businesses. He has served in various project roles including project engineer, lead technical professional, project manager, project principal and client manager. He has an excellent understanding of business needs of cities, planning agencies, utilities, transportation agencies and public works departments. He has facilitated the development of many large enterprise information management systems for government agencies across the United States. He has served as project manager and technical professional on many enterprise IT/GIS systems planning, design and implementation, as well as utilities and transportation master planning projects. He enjoys the opportunity to enhance clients' business efficiencies and customer service through workflow simplification and systems optimization.

**Suresh Sanka *(EPIC)*** brings more than 18 years of experience and specializes in database, web, mobile, GIS and RFID solutions. He is proficient in open-source and proprietary development environments, including Big Data, .NET, AJAX, Android and REST & SOAP Web Services, SQL Server, MySQL, PostgreSQL, Oracle, PHP, JavaScript, CSS, and HTML. He has implemented a wide range of applications, including RFID, GIS. As a senior developer, Suresh has developed enterprise applications, products, GIS, IT and asset management solutions. He is involved in technological assessment, selection, process mapping, architecture, design and implementation of custom software and database applications across multi-department systems in municipal government and private sector environments.

**Natalie Coggeshall *(EPIC)*** is a Six Sigma certified Requirements Management Leader with over 15 years of experience in software development. She has a special focus in implementing and utilizing agile development with LEAN, Scrum, XP,

UML, and BPMN techniques and working directly with both leadership and development teams. She is an active change agent to support QA practice maturity and Program and Portfolio Management (PPM). Her experience includes software requirements analysis and documentation and other activities supporting the project implantation and life cycle and serving as Senior Process Analyst for Florida Power & Light.

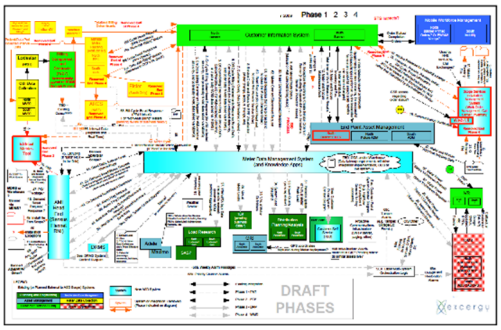
**Don Rankin *(UtiliWorks)*** is an experienced utility director with 19 years of experience leading water, wastewater and stormwater utility operation and maintenance, capital programs, and customer service operations. He is an innovative big picture thinker with strong analytical reporting skills. He developed utility business plans for reduced costs, improved services, and sustainable asset replacement that was tied to financial capacity. Don specializes in AMI/MDM utility analytics, vendor evaluation/selection, and contract negotiations. He has supported AMI efforts at JEA in Florida, as well as Winston Salem (NC), Long Beah (CA), Alameda County Water District (CA), Lawrence (KS), WaterOne (KS), Palo Alto (CA), Oceanside (CA), Fort Worth (TX), and Shasta Lake (CA) among others.

### *Supplemental Information*

In addition to the information contained throughout this proposal, Table 2 includes specific information on our qualifications and experience related to the evaluation criteria listed in Section 14, page 18, of the RFP.

*Table 2. Excergy Team Exceeds in All Areas of Evaluation*

| City Evaluation Criteria | Excergy Team Experience |
|---|---|
| *Recent Implementation Experience* | Excergy staff have completed 100s of AMI projects, this includes >15 implementations in the past 3 years. We have full life cycle experience, from feasibility studies, through procurements of systems, to actual implementations. (See Table 1, page 5.) |
| *WMBE/SLBE Participation* | Our team includes EPIC Engineering & Consulting Group, LLC, a City of Tampa certified MBE. (See Tab 8 forms.) |
| *Firm Longevity, Experience, and Standing* | Excergy staff average 25 years of experience with AMI technologies per person. Our firm was established in 2011, and we are known throughout the industry as AMI experts. |
| *AMI End Devices (meters, pressure monitors, leak detectors, turn on/off valves)* | As part of the procurement process, Excergy will review with the City the various options of meter technologies, including the use of positive displacement (PD) meters versus non-moving part meters such as ultrasonic meters. We have found that the choice of meter technologies is often based upon a utility's personal preference and history, the resolution that is needed to make certain aspects of the business case, e.g., customer side leak detection, and how the water itself affects longevity and accuracy of meters. The size and configuration of the meter pit is also to be considered, especially if there is an interest in implementing remote shut-off meters. |
| *AMI Communication Infrastructure* | Excergy has extensive understanding of and experience with planning and implementing two-way communications with water meter modules and AMI including remote updates. We have written specifications for inclusion in vendor RFPs and helped vendors implement their solutions. For example, we worked extensively with the City of Fort Collins and an AMI vendor to analyze and correct issues they were having with remote firmware uploads. |
| *AMI Data Management, Analytics, and Storage* | The Excergy team are experts on data analytics, and a portion of our consulting business creates data analytics roadmaps and governance projects for the entire utility enterprise, including AMI, such as at recent projects for Fayetteville PWC and Tacoma Public Utilities. We understand how to efficiently and effectively utilize AMI data in the organization to achieve greater business benefits, and our solution architecture work ensures AMI data can be optimized. |

| City Evaluation Criteria | Excergy Team Experience |
|---|---|
| *Customer Interfaces* | Developing a holistic enterprise architecture that effectively integrates AMI into a "system of systems," where the integrations and capabilities of multiple parts to work together and deliver business functionality critical to operations is a core competency of Excergy. For example, the figure below is a redacted system context diagram for another client showing the major integration points and message traffic. We also have implemented AMI with the Cayenta customer information system at several utilities.<br>  <br>In addition, many of our clients implement AMI customer web portals with Excergy's assistance. Besides the functionality of the web portal itself (view usage, weather data, customer notifications, etc.), utilities routinely integrate the web portals with our assistance to their online bill payment services, viewing historical billing information, and single sign-on to enhance the customer's online experience. |
| *Cost to the City* | Excergy's business model is that of highly skilled senior consultants who are experts in their fields and understand the unique drivers, responsibilities, and needs of our clients. As such, most of these experts can accomplish in a few hours what it takes a less experienced consultant days to achieve. Further, our deep experience enables us to employ lessons-learned, leverage templates and vendor knowledge, to perform services more effectively and efficiently. |

### *5.2 Base Costs and Scope of Project*

Please refer to Tab 9, Compensation, for our detailed cost statement.

### *5.3 Expenses*

Please refer to Tab 9, Compensation, for a detailed list of our fees and estimated expenses.

### *5.4 Overall Work Schedule*

Excergy's proposed project schedule to accomplish the scope described in Section 3 of RFP and detailed in Tab 4 of this proposal is provided in Figure 3 (on the following page); it is based on similar projects and scope. The schedule will be updated at the project kickoff meeting to incorporate any constraints or drivers on the City's timeline.

Note that a start date in October would require that project activities take place over the major holidays at the end of year, which usually slows down projects as compared to other months. If a business case refresh was added to Task 3 (as discussed in subtask 2.1 in Tab 4), the schedule would take approximately one month longer.

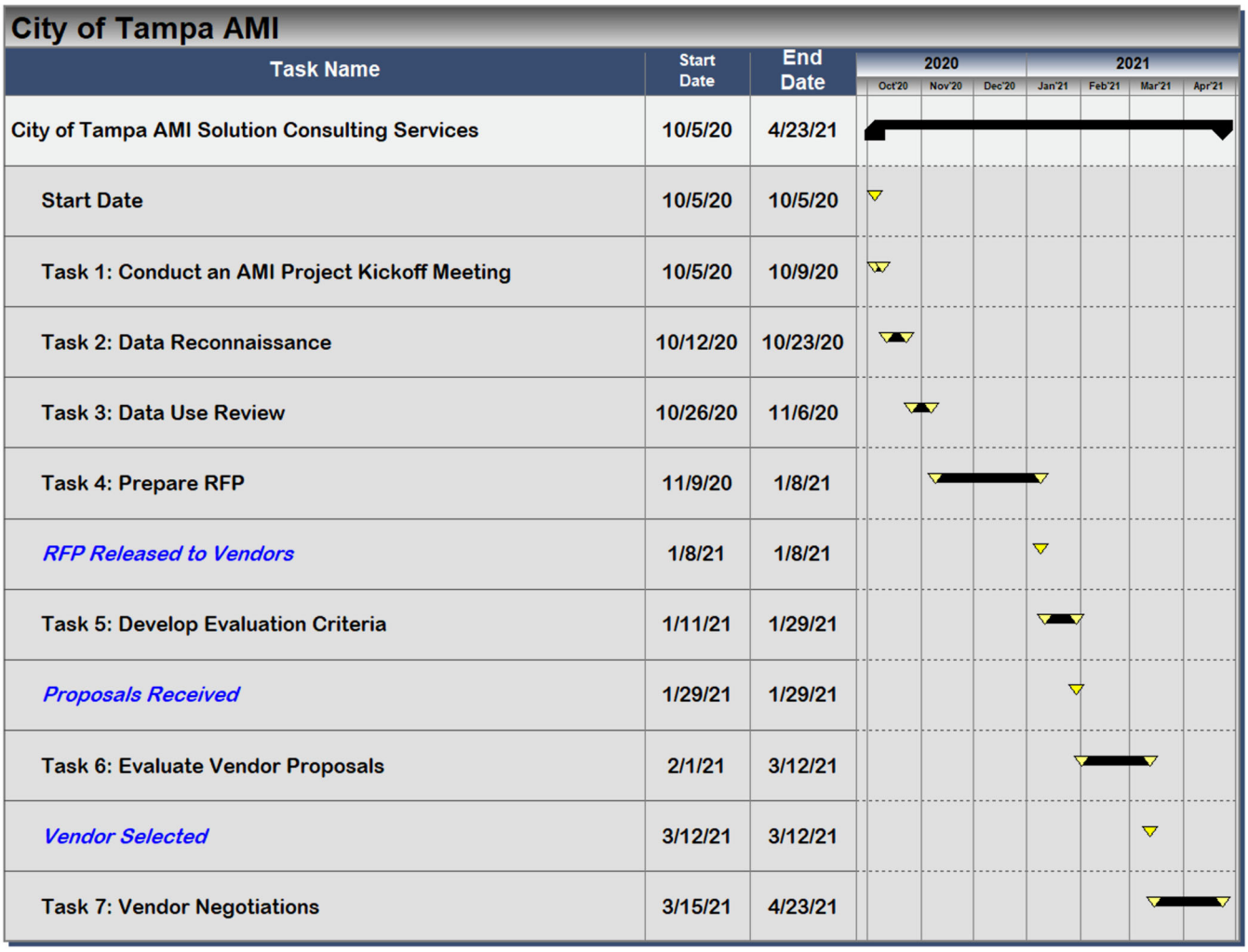



*Figure 3. Proposed Project Schedule*

### 5.5 Facility and Other Requirements

The specific commitments by the City are outlined as "City Effort to Support Task X.X" for each of the tasks specified in *Tab 4, Scope of Services*. Further, as noted in our assumptions in *Tab 9, Compensation*, we request that:

- The City's Project Manager coordinate and consolidate all City comments on draft document deliverables to provide a single redline for Excergy to make updates to the final document deliverables.
- The City provide Excergy with working space, network connections, infrastructure, administrative support, and other services and materials reasonably requested to perform Project work while onsite at City offices.
- City personnel will support workshops and meetings as needed.

### 5.6 Methodology

Please refer to the information provided under Project Understanding at the beginning (page 2) of this Tab 3. Additionally, Excergy developed its system implementation process—Integrated Delivery Methodology™ (IDM)—based on industry standards such as the PMBOK, Carnegie Mellon's Capability Maturity Model Integrated (CMMI), and Rational Unified Process (RUP). IDM was designed for establishing a documented, repeatable, and continuously improving delivery methodology. IDM emphasizes a strong project management and system engineering approach to implementing AMI projects. Internal and external processes are well defined, actively managed, and controlled to ensure that the overall development process, from initial requirements definition to acceptance testing, is performed

smoothly and without surprises. Communication between all stakeholders is frequent and clear to facilitate common understandings and clear expectations.

IDM's holistic process blends state of the art project management, technology expertise, business savvy, and personnel motivation to create a high performing project. As illustrated in Figure 4, Key elements include:

- **Project Management:** Based on a combination of industry best practices including Project Management Institute and Agile approaches, and tempered through decades of successful project experience.
- **Systems Engineering:** An interdisciplinary approach that focuses on defining customer needs and required functionality early in the development cycle and proceeding with design synthesis and system validation within the context of the complete solution.
- **Business Process Re-engineering:** IDM's focus on the business element leverages the strength of the utility's chosen vendor solution, legacy technologies, and labor force capacity to transform how operations are performed.


*Figure 4. Integrated Delivery Methodology™*

- **Organizational Change Management:** Working with your in-house resources that will be assigned, IDM will facilitate the realization of benefits by assisting you in managing the people element to align teams, break down barriers, and create a culture of achievement to the degree you request.
- **Technology Expertise:** Excergy's personnel are experts on utility technologies, how to maximize strengths and minimize weaknesses, and how to effectively integrate new and legacy systems into a cohesive whole.

### *5.7 Conflict of Interest*

Excergy acknowledges that the City's project is for an independent analysis, evaluation, and assessment for the City to determine the feasibility for and implementation of a new system. We have no known or perceived conflict of interest in this project. Also, Excergy is aware of the conflict of interest laws of the State of Florida, and agrees that we shall fully comply in all respects with the terms of said law.

Further, we wish to confirm that neither Excergy nor any of our staff are associated with a company that can provide any equipment, software, or management services to the City that may be recommended as a result of the RFP, or have any financial or operational ties to any vendors providing the equipment, services and system.

# Tab 4. Scope of Services

This section defines the process Excergy will use to complete the Advanced Metering Infrastructure Procurement Services requested by the City. It identifies the workshops and deliverables we plan to complete during the engagement, as well as the information and City staff needed to support each task. This approach is intended to meet all requirements identified by the City in Section 3 of the RFP. If a task is not clear or we have not interpreted the requirements correctly, we appreciate any opportunity to discuss modifying the scope of services to meet your requirements.

Few firms have Excergy's depth in AMI procurements, including:

- Experience that spans technology solutions and producing RFPs in numerous domains (AMI, MDMS, Web Portal, ESB, Security, etc.)
- Experience that spans process. We help utilities with an end-to-end consideration (strategy, business case, regulatory plan, requirements definition, RFP development, contractor evaluation, contractor selection and contract negotiations, implementation planning).
- Our particular strength is in being able to properly construct contracts. We are able to expertly guide the utility in how to properly construct a good contract. We have deep knowledge of each contract element because we understand the nature of the systems, their capabilities, the operations they touch, and the costs and benefits of their use.
- Deep knowledge of the vendor community enables current knowledge of relevant, leading edge performance capabilities. Excergy has demonstrated an independent and unbiased approach to the vendor marketplace and our personnel have been involved with awards to most of the major smart grid vendors. These insights will be shared with the Department to expedite and facilitate the vendor process.

A conceptual example is shown in Figure 5 below.

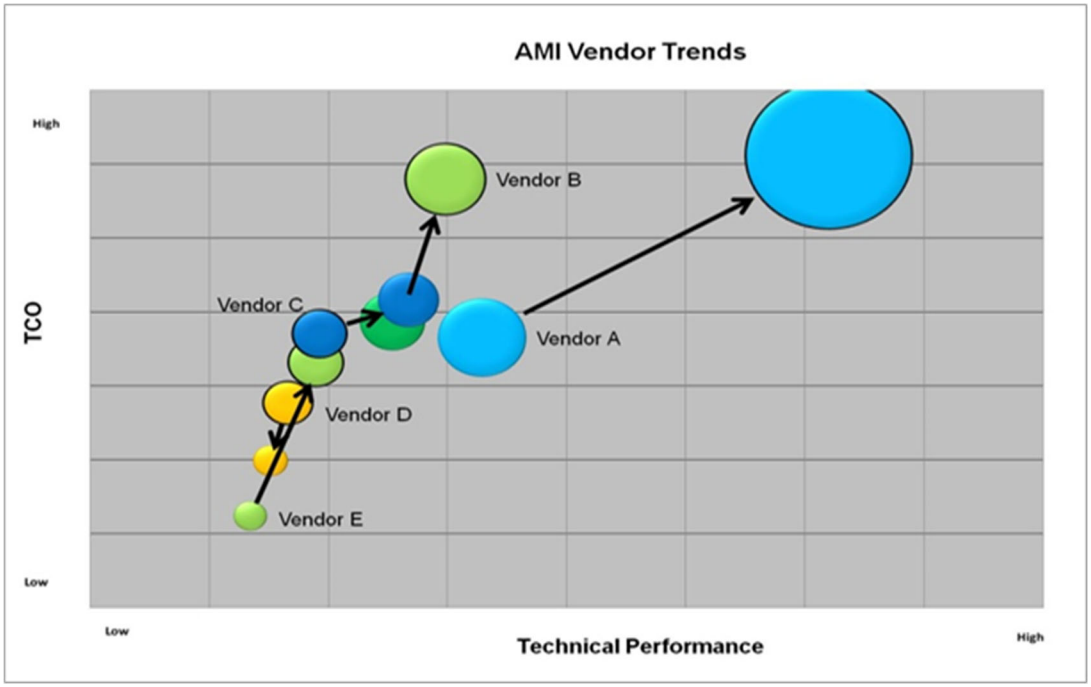



*Figure 5. Generic Example of Vendor Insight & Trends Available from Excergy*

We have expertise on how to facilitate each and every step of the process; this can include facilitation with other parties such as your Council and consumer advocacy groups.

We have been able to save utilities significant money in negotiations, through our past knowledge of what similar utilities have spent and negotiated for products and services. For example, at the City of Fort Collins we introduced a new "best and final offer" process that saved several millions of dollars in implementation costs.

## Task 1 – Conduct an AMI Project Kickoff Meeting

Immediately following notice to proceed, Excergy will conduct a Kickoff meeting with the City's project team to fine-tune project scope, requirements, deliverables, timetable and reporting relationships, and to discuss project issues and concerns. This will also include determining protocols for communication with an AMI vendor and any other related software and hardware vendor, as well as establishing contact protocols between Excergy and the City.

### TASK 1 DELIVERABLES

- Develop kickoff meeting agenda and presentation
- Document issues, risks and action items identified during kickoff meeting

### CITY EFFORT TO SUPPORT TASK 1

- Review/approve agenda for kickoff meeting
- Participate in kickoff meeting

## Task 2 – Data Reconnaissance

There are several important aspects to consider in evaluating the City's existing systems/infrastructure, and AMI plans that will influence the procurement. One is an understanding of the data currently available versus what will be available via AMI. Another is an understanding of the IT infrastructure and architecture in existence today and what changes may be necessary to that infrastructure and architecture to support the data available in AMI. A third is an understanding of the business drivers and a potential refresh of the previous business case work that is 9 years old.

### *2.1 Business Case Refresh (Optional)*

While the City did not specifically request this subtask, we wish to point out that the previous business case performed by R.W. Beck is 9 years old, and significant changes have occurred in the AMI landscape over the past decade. Not only have costs come down and new functionality offered by the vendor community, but business drivers have radically changed as the technology has matured and new benefits can be achieved from AMI. It is important to tie the procurement activities of this project into the bigger picture of what benefits and cost reductions the City can achieve from AMI, and to do that effectively the business case should be updated so that we procure the right features and capabilities to ensure the City gets the most out of AMI. For that reason, we offer this subtask as an option.

### *2.2 Data Requests and Review*

Excergy will provide the City with a request for background information. We will review the data request with the City's project team to understand what information is readily available and who will compile it. We will establish a timetable, being mindful of any limits on readily available data and staff members' time. The City may not have all requested information available in a form that can be easily delivered, therefore Excergy does not expect this content to be created if it is not easily available. Information that cannot be delivered in advance will be discussed and alternatives identified.

### Operational Data Requests

Excergy will be requesting information for operational activities to aid in the development of business requirements for the AMI. We will be looking for Meter reading routes and cycles, Meter Inventories, Meter maintenance and replacement programs, GIS information, and any other pertinent information identified in the kick-off meeting.

### City Business Procedures

City of City business procedures related to metering, such as Meter Replacement Procedures and Current Meter Reading Standard Operating Procedures (SOPs).

### Current Software Applications, Integration and Information Technology Data Request

Achieving the full benefit of an AMI requires integrating the AMI system with other City of City information systems. Other processes and interfaces will automatically notify customers of anomalies via instant messaging, email or outbound dialing through City's phone system, based on account data in the CIS. Linking consumption data from all the customers to the distribution system can help monitor and manage non-revenue water.

During installation, an AMI system would need to interact efficiently with several City information systems to manage the project. For example, meter and customer data must be generated out of the CIS to create work orders, which in turn may be coordinated with City's asset management system. Photographs and geo-positioning coordinates are likely to be part of the meter asset database. Meter communication module ID numbers may be different than meter ID numbers. The CIS requires meter and communication module ID numbers in inventory before they can be accepted in work orders.

Excergy will be requesting diagrams and information on City's current IT environment (operational systems such as Cayenta CIS, Asset Management, GIS, maintenance planning, customer web portals, etc., and any environment and integration diagrams that may exist), current meter to cash systems and integrations for residential and commercial customers. This information will be critical in the development of requirements to meet City's IT landscape and achieve AMI success.

#### TASK 2 DELIVERABLES

- Data Request

#### CITY EFFORT TO SUPPORT TASK 2

- City staff will spend an estimated one day to gather and email the requested information to Excergy.

## Task 3 – Data Use Review

Excergy will conduct a data use review considering who uses meter-related data, what data is used for and how data is used. The review will address the meter-to-cash cycle and data stakeholders (PW, Finance, LDCs, customer) and potential future use and users of the data. The review will determine data requirements to meet the needs for billing, collection, data analysis (revenue and operational), customer service and security of customer information. Excergy will also provide a high-level assessment of staffing requirements for data management as required to meet the needs for billing, collection, data analysis (revenue and operational), customer service and security of customer information.

Excergy will develop a recommended approach for data management strategy (DMS) to ensure that high data quality exists at the City, including, data availability, consistency, integrity, security, and associated processes to ensure effective data management occurs. This could include, but is not limited to, changing billing frequency, implementation of an on-line customer portal, automated reporting and alerts, specialized operational uses such as system leak detection. The DMS will need to consider the minimum data requirements to meet current and future needs and ensure flexibility to perform standard and specialized analysis. The DMS forms part of the Specs and RFP. The approach will strive to provide flexibility and ensure that the City can change its use of data based on customer and organizational needs.

#### TASK 3 DELIVERABLES

- Data Management Strategy, including a governance and knowledge management framework and action plan

#### CITY EFFORT TO SUPPORT TASK 3

- Staff time for workshops (1 estimated)

- Review and provide feedback on draft deliverables
- Staff time necessary to collect and provide requested information.

## Task 4 – Prepare RFP

### *Subtask 4.1 AMI RFP Technical Requirements*

Excergy will facilitate development of City's AMI RFP requirements using Excergy's working list of requirements and templates for an AMI system and meters, procurement, project management, and system implementation and integration support. Excergy will develop specific requirements, using background information reviewed in Task 3 to improve the vendors' responses, and your procurement and/or implementation approach. Excergy will lead an RFP development workshop. Examples of possible discussion topics are:

- A discussion of the current AMI marketplace, trends, and related issues such as standards, interoperability, and obsolescence as they either support, or contradict, possible AMI drivers.
- Various customer service and operational applications enhanced or enabled by AMI, such as on- and off-cycle meter reading, soft disconnects and customer notifications, demand response, and their data requirements.
- Integrations and legacy system changes required to support these systems.
- New and emerging ancillary technologies and their implications for business operations and customer service.
- The role of data analysis in capturing the benefits of AMI.
- Alterative implementation and deployment strategies, such as:
  - Geographic deployment of one section of the service area at a time.
  - Installation in concert with normal meter age change.
  - Installation of fixed network data collectors in the service territory, with initial endpoint installation for commercial and specialty customers, and other large meters.
  - Opportunistic deployment, such as on all new construction, account turnover, or when a field customer service visit is required.

Following this assessment, Excergy will develop an initial, prioritized list of recommendations for your consideration. Excergy will facilitate a work session to review these with City staff.

### IT Requirements Development

As part of the Requirements development, Excergy, working with your staff, will create a vision for the future of AMI at City (a graphical example is shown in Figure 6, and an AMI integration scheme in Figure 7, next page) that would be required to support such applications. Working sessions with City staff will discuss system integration challenges and opportunities, and the decisions that have to be made.

We will also discuss AMI deployment interface planning, emphasizing project control best practices and tools. We will help City objectively assess the readiness of its

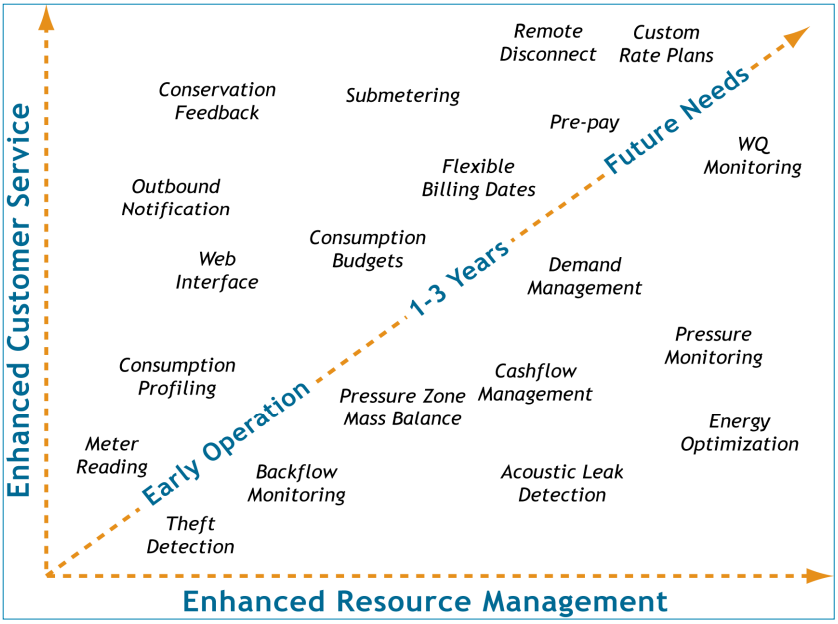



*Figure 6. Business Focused Development Roadmap Based on AMI*

systems and processes to support AMI deployment and cost-effectively manage AMI operation and maintenance. Excergy will also review data requirements and suggested integration requirements for review by City IT staff.

## Meter Requirements Development

Most AMI project involves changing meters and registers. We will work to leverage the work you have already done and update the analysis of what is required.

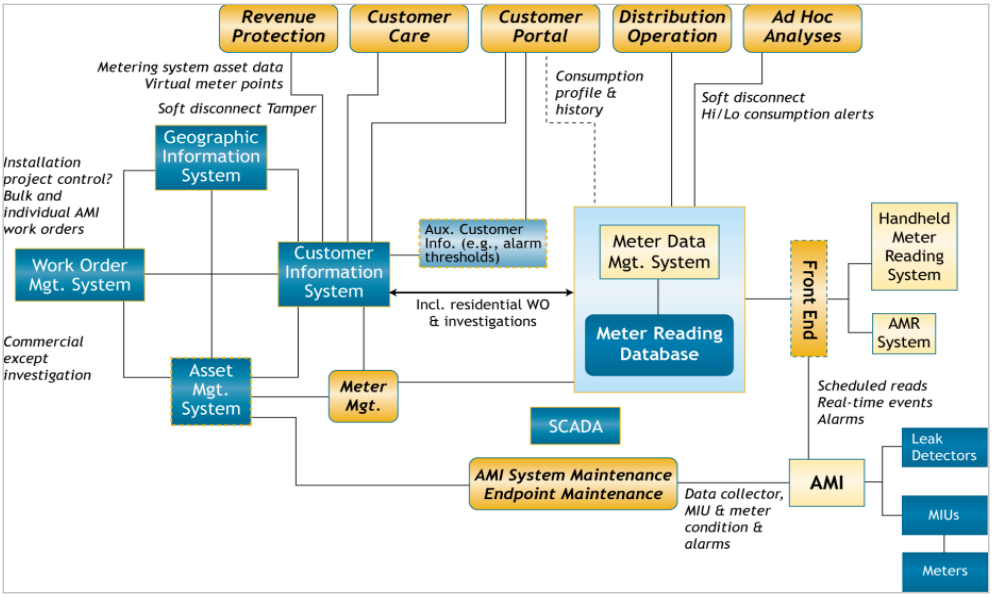



*Figure 7. Example AMI Integration Concept*

Revenue water meter technology has been undergoing continuous improvement over the last several years and is now at a point of transition. Manufacturers of dial-position encoder register have adopted newer non-contact technology (such as magnetic-field position-sensing, or optical recognition) to eliminate problems associated with long-term wear and to improve precision. In one meter, the register gear train is replaced by magnetic rotational sensing. There meters incorporate more transmitted digits (higher resolution) and more precision.

Water meter resolution is also important to certain AMI applications and benefit areas. If not enough significant digits of the reading are transmitted from the register, then frequent readings will not be as useful. AMI data requires a different immediacy of reading of the meter. In addition to the resolution of the meter, the "quality" of the application also depends on the frequency of sampling of the meter, the frequency of transmission, and the lag time until the transmission is received by the AMI system and made available for use. Ideally, the meter resolution, meter sampling interval and data transmission interval should be matched based on the expected rates of consumption through the meter.

The Excergy team will incorporate an analysis of City's existing meter population and its performance, and develop a set of recommendations for meter procurement, retrofit and replacement to be part of the RFP requirements.

### *Subtask 4.2 Assist with Creation of RFPs and Distribute to Vendors*

Excergy has significant experience assisting utilities in AMI procurement activities, which means that we have the capability to rapidly assist City by leveraging past applicable work. Deep knowledge of the vendor community enables current knowledge of relevant, leading edge performance capabilities. This depth of knowledge of specific vendor solutions in practice—coupled with complete vendor independence—allows us to produce superior results on behalf of our clients.

Excergy will work with City's procurement and legal staff to prepare the RFP package, which will incorporate the appropriate instructions to bidders and general and specific terms and conditions. After the RFP is circulated for comments, Excergy will assist with revisions.

Based on the experience of many utilities, we recommend that a draft contract be incorporated in the RFP. This streamlines the procurement process, gives City greater negotiating leverage, and can result in considerable savings. Through participating in numerous AMI contract negotiations, we have learned how to establish enforceable contract

provisions that protect the utility. We will help City prepare the draft contract. Important AMI contract considerations include:

- **Pricing protection.** To deploy the AMI system in phases, the City of City needs limits on future price increases.
- **Product and service warranties.** Extended warranties and system failure provisions may be important.
- **Performance standards.** Installation accuracy; read success rate; defaults and opportunities and requirements to cure.
- Component and final system acceptance criteria and payment provisions. Payments are made for confirmed working installations.
- **Service level agreements**. If City opts for software or network management services from the AMI vendor

### TASK 4 DELIVERABLES

- Baseline AMI implementation roadmap RFP Requirements set
- Detailed overview of vendors that are potentially capable of meeting the identified technical, functional, and performance requirements.
- RFP document package
- Requirements Workshops for Operations/Customers, IT, and Meter

### CITY EFFORT TO SUPPORT TASK 4

- City of City Purchasing leads the internal procurement process
- Meeting Support for Operational, IT and Meter Requirements
- Review and approve all of Excergy's deliverables

## Task 5 – Develop Evaluation Criteria

Excergy will facilitate establishing weighted evaluation criteria including responsiveness to technical requirements, total life-cycle cost, and qualifications of the respondents.

Working with City's team, we will develop a brief guidance document covering the AMI procurement process and incorporating the evaluative criteria. The process adopted should reflect City's standard procurement procedures adapted to the nature of the AMI project.

By using established Excergy templates for proposal evaluation and risk assessment, Excergy will help City develop detailed technical score sheets for the RFP with scoring criteria and weights for each requirement. Scoring criteria reflects criticality, type, and relevance of each requirement. Weights reflect the relative importance or value of each requirement with respect to the rest, with traceability to the benefits impacted by the requirement.

A key area of the vendor proposal evaluation is the establishment of critical qualification or vendor pass/fail gates. Excergy will help City's team identify these critical requirements within the RFP specifications. Another key area of vendor proposal evaluation is risk assessment. Risk assessments typically cover technology risks (bleeding edge or obsolescence), quality of delivery, vendor company viability and commitment to industry and product, project cost and schedule, and ongoing maintenance and support. Our vendor proposal evaluation process includes methodical assessments of these risks.

Using Excergy's existing evaluation methodology and framework ensures a disciplined, fair, and consistent evaluation process that is fully documented, traceable and defensible—providing substantial credibility to any regulatory agency.

### TASK 5 DELIVERABLES

- Evaluation Criteria Development Workshop
- Evaluation Criteria Review Workshop
- Identification of critical (pass/fail) requirements or gates

- Scoring and risk assessment workbooks, including Identification of critical (pass/fail) requirements or gates
- Meetings for clarification with City staff as needed

#### CITY EFFORT TO SUPPORT TASK 5

- Support for Evaluation Criteria Workshops
- Review and approve all of Excergy's deliverables
- Lead the internal selection process with Excergy assistance

## Task 6 – Evaluate Vendor Proposals

### *Subtask 6.1 Evaluation of Proposals*

As part of the selection process, Excergy will guide the City's evaluation team in a thorough review of the proposals. In your evaluation of technical responses, City's review team should not be prematurely influenced by price; we will inspect pricing tables to make sure that they are complete and responsive.

We will assist City's team in evaluating the proposals based on the written documents, vendor presentations, references, and additional due diligence (e.g., "problem" deployments). Excergy will analyze the life-cycle costs associated with each proposal and facilitate the project team's final selection. Excergy will provide a summary score sheet that combines the detailed technical proposal evaluations, the reference checks and interviews, and the risk assessments.

### *Subtask 6.2 Shortlist Interviews*

Excergy will assist City with up to four (4), two-hour interviews of the shortlisted AMI vendors. Excergy will prepare demonstration scripts and lists of questions to ensure vendors presentations focus on your major concerns. We will attend the vendor demonstrations and assist in responding to follow-up information requests.

### *Subtask 6.3 Document Recommendations on Vendor Responses*

Consistent with the solicitation framework, selection criteria, and results of interviews and demonstrations developed previously, Excergy will summarize and present the scoring and rank order of the responses based on the established standards for final selection. It is expected that City will then reach a conclusion as to the successful respondent(s) based on Excergy's facilitation around scoring.

#### TASK 6 DELIVERABLES

- Identify a short-list of vendors
- Demonstration / Interview/ Reference Scripts
- Attend the vendor demonstrations and assist in responding to follow-up information requests
- Analysis worksheet of the life-cycle cost and normalized costs
- Scoring worksheet with ranked order of vendors based on selection criteria

#### CITY EFFORT TO SUPPORT TASK 6

- Review and approve all of Excergy's deliverables
- Lead the internal selection process with Excergy assistance
- Finalize the selection with Excergy assistance

## Task 7 – Vendor Negotiations

Excergy will assist City with contract negotiations with the selected vendor(s), from establishing a negotiations strategy through negotiations and contracting. Excergy personnel have negotiated AMI contracts for dozens of clients and will use lessons learned to avoid pitfalls and leverage experience gained from actual implementations on how contract

terms can ensure successful implementations and protect City's interests, if needed. Excergy will provide guidance to City's project team in strategizing for contract negotiations and participate in key contract negotiation meetings and contract review, if needed. Excergy's Vendor Negotiations approach involves:

- Developing Vendor Negotiation Strategy
- Conducting initial preparation of negotiations
- Supporting SOW and Contract negotiation including Service Level Agreements (SLAs)
- Assisting with warranty and extended service agreements
- Executing Vendor Contract(s)

Since the RFP and vendors' responses are detailed, contract negotiations for AMI projects typically focus on installation protocols, performance requirements, defaults and cures, and data collector locations. Our services ensure that all promises of the proposal are converted into specific provisions and deliverables that include: equipment delivery, training, "standard" and "non-standard" installations, acceptance criteria, installation data management and quality control, invoicing, customer communications, workload scheduling, and performance reporting. A Project Schedule exhibit should be attached to the contract. City needs to rely on installations proceeding according to this schedule.

Excergy suggests that details of installation procedures, customer communications, project organizational charts and contact information, meeting schedules, project report formats, etc. be incorporated in a Detailed Project Procedures document rather than the contract Scope of Work. Minor adjustments to procedures and schedule are inevitable, and the former is easier to modify.

With adequate pre-negotiation planning and concentrated effort, contract negotiations can be concluded quickly, although review and approval will take additional time. During this interval, the detailed project procedures can be finalized, and preparations for implementation can commence.

Excergy will review the final contract and ensure adherence with all the previously developed criteria, requirements, and processes. Excergy will also assist City staff in preparing presentations to management to help explain decisions and rationale. As part of this task, Excergy will share lesson-learned in other negotiations and work diligently to develop a vendor contract that will achieve the desired outcomes for the project.

### TASK 7 DELIVERABLES

- Vendor Scope(s) of work with firm pricing
- Presentation to Management or Council (as necessary)

### CITY EFFORT TO SUPPORT TASK 7

- City leads the negotiations process with Excergy assistance

# Tab 5. References

The following paragraphs contain references for several of the projects identified in Table 1, on page 5 of Tab 3, for whom we have performed similar services to those proposed herein for the City. Further details of each of these projects is provided in response to Tab 6, General Statement of Experience.

We are proud of our work and encourage you to contact as many references as you can. We are happy to provide additional references upon request.

*Table 3. Excergy Reference Information*

| Client and Project | Reference Information |
|---|---|
| ***City of Newport News—AMI Business Case, Vendor Selection & Smart Cities Consulting***<br>Dates of Service: 2016-Ongoing<br>700 Town Center Drive, #500<br>Newport News, VA 23606 | Ron Harris, Chief of Water Resources, 757-926-1097, REHarris@nnva.gov<br>(or Shawn Rohrbach, Logistics Manager, 757-234-4838; SRohrbach@nnva.gov )<br>*"Our experience with Excergy has been excellent. They efficiently mined our data, processes and customer needs, and provided Waterworks with an accurate, clear business analysis for our AMI transition alternatives."*<br>— Ron Harris, PG, Newport News Waterworks |
| ***Halifax Regional Water Commission—AMR to AMI Roadmap, Feasibility Study, Vendor Selection and Implementation***<br>Dates of Service: 2013-Ongoing<br>450 Cowie Hill Road<br>Halifax, NS B3K 5M1 | Reid Campbell, Director, Water Services; 902-490-4877;<br>Reid.campbell@halifaxwater.ca<br>*"Excergy has been a valuable partner as we have prepared for our AMI implementation. The Excergy team brought both a detailed knowledge of the technology, and a thorough understanding of how it will impact our organization. This, combined with an ability to work well with our staff, has positioned us well for a successful implementation."*<br>— Reid Campbell, Halifax Water |
| ***Tacoma Public Utilities—AMI Smart Grid Solution and Data Analytics Services***<br>Dates of Service: 2018-Ongoing<br>3628 S. 35th Street<br>Tacoma, WA 98409 | Andre Pedeferri, AMI Program Manager; 253-502-8997;<br>APedeferri@ci.tacoma.wa.us |
| ***City of Fort Collins—Smart Grid Solution and Maximo Implementation Services***<br>Dates of Service: 2010–2019 (AMI project ended 2016)<br>700 Wood Street<br>Fort Collins, CO 80521 | Mary Evans, Applications Manager; 970-221-6865; mevans@fcgov.com<br>*"Excergy's people are the best I've worked with. They not only deliver outstanding results, but the entire group has blended seamlessly with Utilities department personnel and have become one team in delivering our award-winning Advanced Meter project to our community. They truly are completely dedicated to our success."*<br>— Steve Catanach, City of Fort Collins (formerly) |

| Client and Project | Reference Information |
|---|---|
| ***Merced Irrigation District—AMI Vendor Selection/ Procurement & Implementation***<br>Dates of Service: 2017-Ongoing<br>744 W. 20th Street<br>Merced, CA 95340 | Juan Sandoval, Engineering and Operations Manager; 209-354-2814; JSandoval@mercedid.org |
| ***Regional Municipality of Halton—Meter Replacement, AMI System RFP Development and Project Support***<br>Dates of Service: 2019-Ongoing<br>1151 Bronte Road<br>Oakville, ON L6M 3LI | Marie Ranalli, Project Manager Public Works; 905-825-6000, ext. 7558, Marie.Ranalli@halton.ca |

# Tab 6. General Statement of Experience

Driven by a belief in the transformative power of utility technology to make people's lives more meaningful, sustainable, and enjoyable, Excergy provides utilities with world-class consulting and system implementation services on a wide range of technologies and business and customer matters to address the challenges that utilities face today. As mentioned earlier, our skillset includes all aspects of AMI projects—from strategy and planning to procurement and implementation.


The following paragraphs contain seven brief project descriptions for our work with municipal water and water combined clients for whom we have performed similar services to those proposed herein for the City.

References for several of these are provided in Tab 5, References. Our past performance on these projects is noteworthy, with all projects being completed at or below budget and either on or ahead of schedule. In addition to the on-time, on budget completion and client accolades of our work, we believe it's worth noting that our clients have won major industry awards for outstanding performance, vision, and collaboration.

### *City of Newport News (VA)—AMI Business Case, Vendor Selection & Smart Cities Consulting*

Newport News Waterworks (NNWW) supplies drinking water to approximately 400,000 people on the lower Virginia Peninsula, including the Cities of Newport News, Hampton, Poquoson, and parts of York County and James City County. NNWW contracted with Excergy to conduct an AMI Feasibility Study and provide vendor selection services. The scope of work included financial analysis, project management & implementation concepts, AMR/AMI technology assessment, SAP interface assessment, and a consolidated Final Report. Additionally, Excergy completed a Smart City Feasibility Study, which started with the City's initial wish list of applications that was expanded and then refined based on industry trends, City priorities, and available communication networks. This study was also integrated with the parallel AMI Feasibility Study for the water department identifying synergies between an AMI network buildout and Smart City applications. Excergy is currently providing AMI implementation planning, procurement, and stakeholder engagement services.

### *Halifax Regional Water Commission (Canada)—AMR to AMI Roadmap, Feasibility Study, Vendor Selection and Implementation*

Halifax Water is the municipal water, wastewater, and stormwater utility serving the residents of the Halifax Regional Municipality in Nova Scotia. Halifax Water, with 82,000 meters, engaged Excergy to help them evaluate the technology and economic feasibility of their AMR Roadmap to move to AMI. Excergy completed a needs assessment of AMI requirements and developed economic/financial models for key strategies, including AMR throughout the system, and AMI. An important aspect of the business case was the conversion to monthly billing. Excergy developed a project timeline for AMI including deployment strategies, equipment, materials, financial and human resources implications, risk assessment, and mitigation. We delivered a comprehensive AMR/AMI technology assessment, business case and AMR Roadmap study report with conclusions, recommendations, future course(s) of action, and a procurement/deployment plan.

Halifax re-engaged Excergy to develop AMI requirements and perform an AMI vendor selection (Itron) based upon the previous feasibility study. Additionally, Excergy was recently selected to provide pre-implementation planning and

implementation services. Activities include project management, vendor contracting support, business process definition, stakeholder engagement, system architecture and testing.

### *Regional Municipality of Halton (ON)—Meter Replacement, AMI System RFP Development and Project Support*

The Region of Halton, with 170,000 meters, contracted with Excergy to provide AMI planning, procurement, and system deployment services. The scope of work for the project, which began in early 2019, includes developing detailed AMI implementation plans and specifications for an AMI system, and assistance in the development of scope, specifications, and evaluation criteria for the procurement of meters and an AMI Fixed Area Network Vendor. Phase 2 scope, which began in 2020, includes network design (proof of concept) and system integration; oversight of meter, endpoint and AMI network deployment; as well as contract management and other project support. Stakeholder communication, solution architecture, and business process transformation services are also being supported by Excergy staff.

### *Huntsville Utilities (AL)—AMI Business Case, Vendor Selection, & Implementation*

Huntsville Utilities (HU) serves 320,000 electric, water, and gas customers. Excergy was contracted to assist HU with creating the feasibility/business case for AMR/AMI as well as vendor selection for contracts involving AMI, MDMS, and the Meter Installation Vendor (MIV). The project includes requirements definition and analysis of benefits, existing IT infrastructure, meter populations, and vendor compatibility to ensure the vendors selected will meet the requirements for Huntsville. Excergy guided HU through procurement evaluation and contract negotiations for AMI Systems (Landis+Gyr), Meter Data Management (Omnetrics/eMeter), Metering Equipment (Landis+Gyr), and Meter Installation Contractor (pending). We were also selected as the program/system integrator for the entire project, which is currently under deployment with an early 2020 completion date.

### *Tacoma Public Utilities (WA)—AMI Smart Grid Solution and Data Analytics Services*

Tacoma Public Utilities (TPU) is the largest department in Tacoma City government, with an annual budget of ~$1.2 billion and 1,378 employees. Excergy personnel are providing technical consultation, program management, and systems implementation services for their AMI solution acquisition and deployment. Excergy's scope of work included business case update and validation; program/project management; procurement support; systems test plan/acceptance testing; implementation of multiple project components, including AMI, MDM, SAP, Web Portal; Change Management Plan/Execution; Project Reporting; Transition/Training; Deployment Management; and Business Process Transformation. Excergy was also selected to develop the Data Analytics operations at TPU including governance, organization structure, vision, and use case development.

### *City of Fort Collins (CO)—Smart Grid Solution and Maximo Implementation Services*

Fort Collins Utilities is the second largest municipal electric system in Colorado, providing electric, water, wastewater, and storm water services to 141,000 residents (116,000 endpoints). Excergy personnel provided technical consultation, program management, and systems integration services for their AMI smart grid solution acquisition and deployment. Excergy's scope of work included business case update and validation; stakeholder outreach and communication; plan/ implementation; cyber security plan; smart grid/AMI vision; technical infrastructure/ architecture; program/project management; procurement (for AMI: Elster, MDMS: Siemens/eMeter, EPI: Corix, DR: Comverge, Web Portal: Siemens/eMeter); systems test plan/acceptance testing; implementation of multiple project components, including AMI, MDM, DR, Tropos Communications, Web Portal; Change Management Plan/Execution; Project Reporting; Transition/Training; Deployment Management; and Business Process.

As a testament to the quality of the services we provide, we were engaged to re-do the utility IT strategic roadmap plan in 2015; selected in 2016 to provide Maximo Consulting Services, and again in 2017 to support refresh the utility IT strategic roadmap and evaluate the current GIS systems and personnel that Excergy originally produced several years ago. Excergy helped implement the original roadmap recommendations including a new asset management system that will eventually be integrated with their Esri GIS platform. Excergy is currently overseeing the implementing IBM Maximo for work/asset/materials management (EAM) utilizing DataSplice as a GIS mobile field tool.

### *Merced Irrigation District (CA)—AMI Vendor Selection/Procurement & Implementation*

Merced Irrigation District (MID) with 9,500 electric meters is the 25th largest public utility in California, supplying electric service to commercial, industrial and residential customers in Eastern Merced County. In 2017, Excergy was contracted to assist MID with vendor selection for contracts involving AMI and MDMS as well overall project management oversight of AMI and Customer Information System (CIS) vendor selection, procurement and implementation. Scope included requirements definition, existing and to be IT infrastructure identification, and vendor compatibility to ensure the vendors selected will meet the requirements for MID. Excergy guided MID through procurement evaluation and contract negotiations for AMI Systems, Meter Data Management, and Metering Equipment. Excergy will also serve as the program/ system integrator for the entire project, which will start deployment in early 2019 with a targeted completion date of third quarter 2020.

### *EPIC Experience: Subconsultant*

Tampa Bay Water engaged the professional services of EPIC Engineering & Consulting Group, LLC (EPIC) to assist with the development of the Information Technology Strategic Plan, with the goal to conduct an assessment of the Agency's IT business maturity, an evaluation of the current IT enterprise architecture, operations and staffing, and provide actionable recommendations towards achieving the goals identified in the RFP. Working closely with TBW, EPIC performed in-depth research, analyzed data, developed findings, and proposed recommendations that lead to the development of the IT Strategic Plan. The EPIC team reviewed the enterprise architecture, business applications, technical applications, and the IT processes associated with design, development, procurement, and maintenance of applications, and made recommendations for proposed processes. The IT strategic plan provided the implementation roadmap and timeline to assist the TWB leadership with the execution of the plan. EPIC also identified the Top-Ten list of actions that needed to be prioritized by TWB. TBW recently contracted with EPIC to conduct a Refresh of the IT Strategic Plan.

## *More About Excergy As the City's AMI Partner*

As demonstrated throughout this response, Excergy has vast experience with ***all*** aspects of utility AMI project needs—from strategy through planning and implementation. Excergy has the expertise needed to successfully help select and procure an AMI solution for the City of Tampa. Excergy can offer the City of Tampa additional services beyond those expressed in the RFP throughout implementation. These include Organizational Change Management, Stakeholder/Customer Engagement, Business Process Transformation, System Architecture and Engineering, Testing & Acceptance, etc. We are happy to provide additional information on any of these services if desired.

We also wish to reiterate the following:

- We specialize in both consulting and implementations, which means we understand the vendors and how they actually perform as well as the external services needed to make the project a success.
- We have significant experience assisting utilities in AMI procurement activities, which means that we have the capability to rapidly assist the City by leveraging past applicable work:
    - Deep knowledge of the vendor community enables current knowledge of relevant, leading edge performance capabilities. This depth of knowledge of specific vendor solutions in practice—coupled with complete vendor independence—allows us to produce superior results on behalf of our clients.

  - By using established Excergy templates for proposal evaluation and risk assessment, Excergy will help the City develop detailed technical score sheets for the RFP with scoring criteria and weights for each requirement. Scoring criteria reflects criticality, type, and relevance of each requirement. Weights reflect the relative importance or value of each requirement with respect to the rest, with traceability to the benefits impacted by the requirement.
  - Using Excergy's existing evaluation methodology and framework ensures a disciplined, fair, and consistent evaluation process that is fully documented, traceable, and defensible—providing substantial credibility to any regulatory agency.
- We have negotiated AMI contracts for dozens of clients and will use lessons learned to avoid pitfalls and leverage experience gained from actual implementations on how contract terms can ensure successful implementations and protect the City's interests, if needed.
- Our world-class tools and processes have led to an unmatched record of successful projects. This includes our proven Integrated Delivery Methodology™ (IDM), which drives efficient management and execution of your project.

# Tab 7. Operational Plan

Excergy's AMI selection plan, shown in Figure 8, will be modified as appropriate to meet the City's procurement methods. As outlined in Tab 4, Scope of Services, Excergy has proposed a seven-task plan to deliver everything the City has requested, and more. We believe our approach to AMI data considerations, that you requested and which we described in Task 3, is unique to the industry and is based on our extensive, stand-alone utility data analytics consulting capability. The Excergy team's PM will interact with the assigned City PM to deliver this scope.

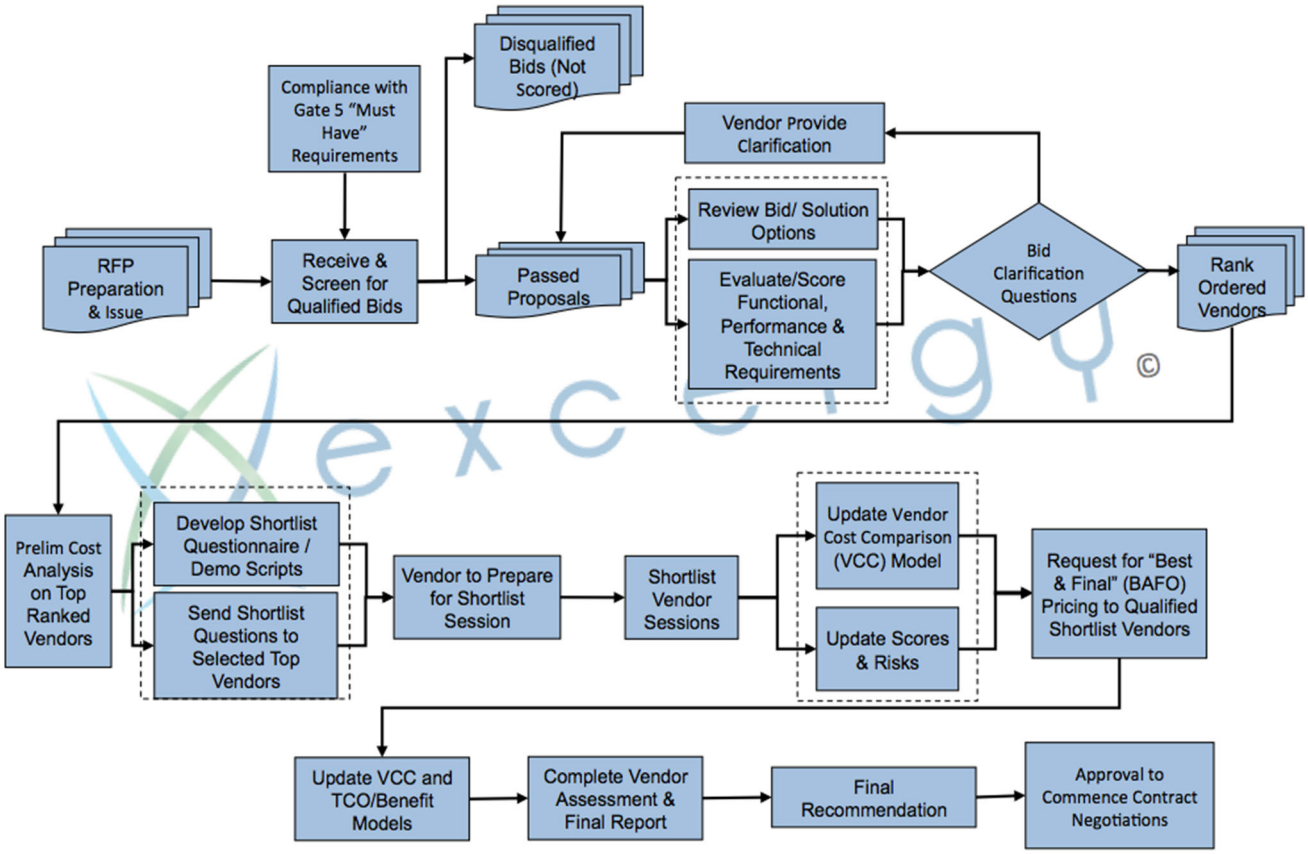



*Figure 8. Excergy Core Selection Process Methodology*

As mentioned earlier, ***Excergy recommends that the City seriously consider optional subtask 2.1***, as the 2011 business case is outdated, and it's important to identify the correct business drivers to tie the procurement activities of this project into the bigger picture of what benefits and cost reductions the City can achieve from AMI. An updated business case will help us procure the right features and capabilities to ensure the City gets the most out of AMI.

# Tab 8. Subcontracting Submittals

Excergy has proposed using two subcontractors: EPIC and UtiliWorks.

Excergy will perform more than fifty-one (51) percent of the work outlined in this proposal with our own personnel.

**Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive**

## Page 1 of 4 – DMI Solicited/Utilized Schedules
## City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
***(FORM MBD-10)***

Contract No.:20-P-00837 Contract Name: Advanced Metering Infrastructure (AMI) Solution Consulting Services RFP #42081120
Company Name: Excergy Corporation Address: 501 S. Cherry Street, Suite 1100, Denver, CO 80246
Federal ID: 45-4478178 Phone: 720-316-7006 Fax: 877-982-1414 Email: jketchledge@excergy.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.
**[ ] No Firms were contacted or solicited for this contract.**
**[ ] No Firms were contacted because:** _____
**[ ] See attached list of additional Firms solicited and all supplemental information (List must comply to this form)**
**Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses**
NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

| S = SLBE W=WMBE O = Neither / Federal ID | Company Name Address Phone, Fax, Email | Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian | Trade or Services NIGP Code (listed above) | Contact Method L=Letter F=Fax E=Email P=Phone | Quote or Response Received Y/N |
|---|---|---|---|---|---|
| W / 20-5909230 | Eco Partnering Innovations, LLC 1708 Elaine Avenue, Altamonte Springs, FL 32701 407-377-7540; info@ecopartnering.com | CF | Professional Smart City Consult./Supplier 936 | E | Y |
| W / 46-2931633 | EPIC Engineering & Consulting Group, LLC 1511 E. State Road 434, Ste 3303, Winter Springs, FL 32708 407-381-3742; 407-480-2534; prasad@epicgroupllc.com | AM | Professional IT & Engineering Consult./Supplier 918, 920, 925 | E, P | Y |
| W / 36-4103251 | Information Systems Consultants 1511 E. State Road 434, Ste 3303, Indianapolis, IN 46123 317-525-8380; 317-481-8212; brownt@isciconsult.com | BM | Professional Project Mgmt. Services/Supplier 920, 958 | E | N |
| W / 26-0899655 | Millennium Consulting LLC; 1433 Lake Highland Drive, Orlando, FL 32803; 407-276-3230; 407-896-0396; info@millenniumconsultingllc.com | HM | Professional IT Consulting Services/Supplier 918, 920, 958 | E, P | Y |
| W,S / 27-1646349 | NewCom C3 Planners, LTD; 6809 Webb Road, Tampa, FL 36615; 813-240-7163; william.newkirk@newcomc3.com | BM | Professional Project Mgmt. Services/Supplier 918, 958 | E | Y |
| W / 59-3704632 | AceApplications, LLC; 12124 High Tech Ave., Suite 160 Orlando, FL 32817; 877-499-2231, ext. 101; cpowell@aceapplications.com | BM | IT Consulting Services & Staff/ Supplier 920, 925 | E | Y |
| O / 20-5167904 | UtiliWorks Consulting, LLC (an E Source Company) 2351 Energy Drive, Suite 1010, Baton Rouge, LA 70808 225-766-4188; ksalem@utiliworks.com | N/A | Professional Prj. Mgmt. & Consult. Services/Supplier 918, 920 | E, P | |



It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub–contracting opportunities on this contract.

Signed: _____ Name/Title: James Ketchledge, President & CEO Date: 8/7/2020

**Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive**
**Forms must be included with Bid / Proposal**

**Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive**

## Page 3 of 4 – DMI Solicited/Utilized Schedules

## City of Tampa – Schedule of All To-Be-Utilized Sub-(Contractors/Consultants/Suppliers)

***(FORM MBD-20)***

Contract No.:20-P-00837 Contract Name: Advanced Metering Infrastructure (AMI) Solution Consulting Services RFP #42081120

Company Name: Excergy Corporation Address: 501 S. Cherry Street, Suite 1100, Denver, CO 80246

Federal ID: 45-4478178 Phone: 720-988-4354 Fax: 877-982-1414 Email: jketchledge@excergy.com

Check applicable box(es). Detailed Instructions for completing this form are on page 4 of 4.

**[ ] See attached list of additional Firms Utilized and all supplemental information (List must comply to this form)**

**Note: Form MBD-20 must list ALL subcontractors To-Be-Utilized including Non-minority/small businesses**

**[ ] No Subcontracting/consulting (of any kind) will be performed on this contract.**

**[ ] No Firms are listed to be utilized because:**

NIGP Code General Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

Enter "S" for firms Certified as Small Local Business Enterprises, "W" for firms Certified as Women/Minority Business Enterprise, "O" for Other Non-Certified

| S = SLBE W=WMBE O =Neither / Federal ID | Company Name Address Phone, Fax, Email | Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic Am. AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian | Trade, Services, or Materials NIGP Code Listed above | $ Amount of Quote. Letter of Intent (LOI) if available | Percent of Scope or Contract % |
|---|---|---|---|---|---|
| W / 46-2931633 | EPIC Engineering & Consulting Group, LLC; 1511 E. State Road 434, Suite 3303, Winter Springs, FL 32708 407-381-3742; 407-480-2534; prasad@epicgroupllc.com | AM | Professional IT & Engineering Consult./Supplier 918, 920, 925 | $ 21,906 LOI attached | 22.1% |
| O / 20-5167904 | UtiliWorks Consulting, LLC (an E Source Company; 2351 Energy Drive, Suite 1010, Baton Rouge, LA 70808 225-766-4188; ksalem@utiliworks.com | N/A | Professional Consult./Supplier 918, 920 | $ 4,204 | 4.2% |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |



**Total ALL Subcontract / Supplier Utilization $** 26,110

**Total SLBE Utilization $** -0-

**Total WMBE Utilization $** 21,906

**Percent SLBE Utilization of Total Bid/Proposal Amt.** 0 **%** **Percent WMBE Utilization of Total Bid/Proposal Amt.** 22.1 **%**

It is hereby certified that the following information is a true and accurate account of utilization for sub-contracting opportunities on this Contract.

Signed: James A. Ketchledge Name/Title: James Ketchledge, President & CEO Date: 8/7/2020

**Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive**

**Forms must be included with Bid / Proposal**

MBD 20 rev./effective 02/2016

# City of Tampa
# Official Letter of Intent
**(Form MBD-40)**

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

**Bid/Proposal/Contract Number:** 20-P-00837

**Bid/Proposal/Contract Name:** Advanced Metering Infrastructure (AMI) Solution Consulting Services RFP #42081120

**A. To be completed by the Bidder/Service Provider**

Name of Bidder: Excergy Corporation
Address: 501 S. Cherry Street, Suite 1100
Denver, CO 80246

Contact Person: Jim Ketchledge
Telephone: 720-316-7006 x700 (o) 720-988-4354 (c) Fax: 877-982-1414
Email: jketchledge@excergy.com

**B. To be completed by WMBE/SLBE**

Name of WMBE/SLBE: EPIC Engineering and Consulting Group, LLC
Address: 1511 E. State Road 434, Suite 3033
Winter Springs, FL 32708

Contact Person: Prasad Chittaluru
Telephone: 407-381-3742 (o) 407-415-6522 (c) Fax: 407-480-2534
Email: prasad@epicgroupllc.com

**C. Identify the Scope of Services to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:**
Data requests and review, prepare and evaluate requests for proposal, vendor negotiations

**D. Cost of work to be performed by WMBE/SLBE:** $ 21,906

**E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount:** $98,990 or 22.1%

**Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.**

Bidder/Proposer: James D. Ketchledge President & CEO Date: 8/7/2020
Signature and Title

WMBE/SLBE Firm: Prasad Chittaluru Principal Date: 8/7/2020
Signature and Title

Rev. 10/12/12 MBD 40

# Tab 9. Compensation

As shown in Table 4, Excergy proposes to perform the services described in Tab 4, Scope of Services, for an all-inclusive fixed price of **$98,990**.

*Table 4. Proposed Cost*

| Task #/Description | Executive Consultant Todd Barlow $ 231.00 | Executive Consultant Mark Johnson $ 231.00 | Senior Consultant Austin Kesar $ 208.00 | Executive Consultant EPIC-Prasad $ 231.00 | Principal Consultant EPIC-Suresh $ 219.00 | Senior Consultant EPIC-Natalie $ 208.00 | Executive Consultant Don Rankin $ 231.00 | Total |
|---|---|---|---|---|---|---|---|---|
| Task 1 - Conduct an AMI Project Kickoff Meeting | 8 | 8 | - | 4 | 2 | 2 | - | **24** |
| | $ 1,848 | $ 1,848 | $ - | $ 924 | $ 438 | $ 416 | $ - | **$ 5,474** |
| Task 2 - Data Reconnaissance (Required Subtasks Only) | 8 | 6 | 12 | 4 | 4 | 4 | 6 | **44** |
| | $ 1,848 | $ 1,386 | $ 2,496 | $ 924 | $ 876 | $ 832 | $ 1,386 | **$ 9,748** |
| Task 3 - Data Use Review | 4 | 6 | 32 | 4 | 2 | 2 | 2 | **52** |
| | $ 924 | $ 1,386 | $ 6,656 | $ 924 | $ 438 | $ 416 | $ 462 | **$ 11,206** |
| Task 4 - Prepare RFP | 36 | 12 | 16 | 12 | 12 | 8 | 4 | **100** |
| | $ 8,316 | $ 2,772 | $ 3,328 | $ 2,772 | $ 2,628 | $ 1,664 | $ 924 | **$ 22,404** |
| Task 5 - Develop Evaluation Criteria | 16 | 8 | - | 8 | - | - | 8 | **40** |
| | $ 3,696 | $ 1,848 | $ - | $ 1,848 | $ - | $ - | $ 1,848 | **$ 9,240** |
| Task 6 - Evaluate Vendor Proposals | 36 | 10 | - | 8 | 6 | 22 | 6 | **88** |
| | $ 8,316 | $ 2,310 | $ - | $ 1,848 | $ 1,314 | $ 4,576 | $ 1,386 | **$ 19,750** |
| Task 7 - Vendor Negotiations | 24 | - | - | 4 | 4 | - | - | **32** |
| | $ 5,544 | $ - | $ - | $ 924 | $ 876 | $ - | $ - | **$ 7,344** |
| **Required Task Hours** | **132** | **50** | **60** | **44** | **30** | **38** | **26** | **380** |
| **Required Task Labor Price** | **$ 30,492** | **$ 11,550** | **$ 12,480** | **$ 10,164** | **$ 6,570** | **$ 7,904** | **$ 6,006** | **$ 85,166** |
| Reimbursable Expenses | $ 7,680 | $ 6,144 | $ - | $ - | $ - | $ - | $ - | $ 13,824 |
| **Total Required Task Price** | **$ 38,172** | **$ 17,694** | **$ 12,480** | **$ 10,164** | **$ 6,570** | **$ 7,904** | **$ 6,006** | **$98,990** |

### ***Optional* Subtask 2.1 – Business Case Refresh**

While the City did not specifically request this subtask, we believe it is important to tie the procurement activities of this project into the bigger picture of what benefits and cost reductions the City can achieve from AMI. To best achieve that effectively, the business case should be updated so that we procure the right features and capabilities to ensure the City gets the most out of AMI. For that reason, we offer this subtask as an option for the amount listed in Table 5 below.

*Table 5. Fee for Optional Business Case Refresh*

| Task #/Description | Executive Consultant Mark Johnson $ 231.00 | Principal Consultant EPIC-Suresh $ 219.00 | Total |
|---|---|---|---|
| Subtask 2.1 Business Case Refresh (Optional) | 60 | 8 | **68** |
| | $ 13,860 | $ 1,752 | **$ 15,612** |
| **Optional Subtask Hours** | **60** | **8** | **68** |
| **Optional Subtask Labor Price** | **$ 13,860** | **$ 1,752** | **$ 15,612** |

### ***Expenses***

Excergy does not charge for time spent traveling. Travel expenses will be submitted for reimbursement on an actual and reasonable basis. There is no markup on these direct costs. Excergy will seek to minimize expenses through the use of government contractor rates and teleconferences whenever possible.

### ***Assumptions***

The following general assumptions apply to this proposal:

- Excergy's pricing to implement this Scope of Work is based on a timely start and timely completion of tasks and subtasks.
- Deliverable documents will be in Microsoft Office, including MS-Word, PowerPoint, Excel, MS-Project, Visio and Adobe PDF.
- The City's Project Manager will coordinate and consolidate all City comments on draft document deliverables to provide a single redline for Excergy to make updates to the final document deliverables.
- The City will provide Excergy with working space, network connections, infrastructure, administrative support, and other services and materials reasonably requested to perform Project work while onsite at City offices.
- City personnel will support workshops and meetings as needed.

### *Taxes*

These rates and estimates are exclusive of taxes. The taxes relating to applicable services are the sole responsibility of the City of Tampa.

### *Billing and Payment Terms*

Payment terms are net thirty (30) days. Unless otherwise agreed to, Excergy reserves the right to charge one and one-half (1.5%) percent per month, or the maximum rate permitted by law, whichever is greater, on any balance remaining unpaid after thirty (30) days.

### *Proposal Terms and Conditions*

Terms of this proposal remain valid for 90 days from date of submittal. Excergy Corporation reserves the right to negotiate any terms and conditions of the written agreement relating to this SOW for the City of Tampa.

## PROPOSER'S AFFIDAVIT AND PROPOSAL SIGNATURE FORMS

Before me, the undersigned authority who is duly authorized by law to administer oaths and take acknowledgements, personally appeared

Kyle A. Peart

AFFIANT'S NAME (Person's Name)

Who, after being duly cautioned and sworn, and being fully aware of the penalties of perjury, does hereby depose and declare, on his own behalf or as a representative on behalf of a partnership or corporation, or other entity that is the Proposer in the matter at hand, as follows:

1. That the Proposer, if a natural person, is of lawful age.

2. That if the Proposer is a partnership, or a corporation, or other legal person or entity recognized in the State of Florida, it has complied with all laws and ordinances governing the formation and continued existence of such entities, including but not limited to, if a Florida corporation, to the filing of its Articles of Incorporation with the Florida Secretary of State and if a corporation incorporated under the laws of a state other than Florida, that it is duly authorized to do business in the State of Florida; that it is currently an active corporation or entity fully authorized to do business; and that the undersigned is representative of the corporation or entity authorized to make this affirmation and declaration and who has the power to bind said corporation or entity.

3. That if the Proposer is operating under a fictitious name, Proposer has currently complied with and any and all laws and procedures governing the operation of businesses under fictitious names in the State of Florida;

4. That the Proposer has not submitted a rigged Bid, nor engaged in collusive bidding, or a collusive bidding arrangement, or fraudulent bidding, or entered into a conspiracy in connection with this bid with any other natural person, partnership, corporation or other entity making a bid for the same purpose. The Proposer has not entered into any understanding or agreement with any other person or entity where one or more such persons or entities agrees not to bid or fixing the prices to be bid.

5. In the event that the City determines that the Proposer has participated in any collusive, deceptive or fraudulent practices in derogation of the statements in this Affidavit the City, in addition to any other remedy it may exercise, will have the right to debar the Proposer. The contract let under such circumstances shall be deemed invalid.

6. That the Proposer is not in arrears to the City of Tampa upon debt or contract and is not in default, as surety or otherwise, of any obligation to the City, Hillsborough County or the State of Florida

7. That no officer or employee of the City, either individually or through any firm, corporation or business of which he/she is a stockholder or holds office, shall receive any substantial benefit or profit out of the contract or award to this Proposer; nor does the Proposer know of any City officer or employee having any financial interest in assisting the Proposer to obtain, or in any other way effecting, the award of the contract to this Proposer.

8. That, by submitting this bid, the Proposer certifies that he/she has fully read and understands the bid method and has full knowledge of the scope, nature, and quality of work to be performed or the services to be rendered.

9. That, by submitting this Bid, Affiant certifies compliance with Section 287.135, Florida Statutes and for contracts for goods or services of $1 million or more, that the Proposer is not on the Scrutinized Companies with Activities in the Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Cuba or Syria, and that for contracts for goods or services of any amount, that the Proposer is not on the Scrutinized Companies that Boycott Israel List, and is not engaged in a boycott of Israel. Affiant understands that pursuant to Section 287.135, Florida Statutes, the submission of a false certification may subject Proposer to civil penalties, attorney's fees, other costs and termination of any contract that is awarded.

The bid documents contain a General Conditions Section and may, in most cases, contain a Technical Specification Section. General Conditions contain general requirements and Technical Specifications detail the scope of the goods and/or services requested. The Technical Specifications shall always govern whenever there appears to be a conflict.

The Proposer shall comply with the applicable requirements of Federal and state laws, all Codes and Ordinances of the City of Tampa as amended from time to time and any applicable professional regulations.

FURTHER AFFIANT SAYETH NOT.

Proposer: Complete the applicable Acknowledgement for An Individual Acting In His Own Right, A Partnership or A Corporation, according to your firm type.

**FOR AN INDIVIDUAL ACTING IN HIS OWN RIGHT**

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of ☐ physical presence or ☐ online notarization this _____ day of _____20_____, by _____ _____, who is personally known to me or who has produced identification and who did (did not) take an oath.

_____ Signature of Notary Public

_____ Signature of Affiant

Notary Public
State of: _____
My Commission
Expires: _____

_____ Printed, typed or stamped Commissioned name of notary public

_____ Printed or typed name of Affiant

**FOR A PARTNERSHIP**

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of ☐ physical presence or ☐ online notarization this _____ day of _____20_____, by _____ _____, who is a partner on behalf of _____, a partnership. He/She is personally known to me or has produced identification and did (did not) take an oath.

_____ Signature of Notary Public

_____ Signature of Affiant

Notary Public
State of: _____
My Commission
Expires: _____

_____ Printed, typed or stamped Commissioned name of notary public

_____ Printed or typed name of Affiant

**FOR A CORPORATION**

State of Colorado
County of Douglas

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of ☑ physical presence or ☐ online notarization this 3 day of August, 2020 by Kyle A. Peart, who is

Secretary & Treasurer
(Title)

of Excergy Corporation
(Corporation Name)

a corporation under the laws of the State of Colorado, on behalf of the said corporation. He/She is personally known to me or who has produced identification and who did (did not) take an oath.

Signature of Notary Public

Signature of Affiant

Notary Public
State of: Colorado
My Commission
Expires: 04.18.2022

Valerie Powell
Printed, typed or stamped
Commissioned name of notary public

Kyle A. Peart
Printed or typed name of Affiant

VALERIE DAWN POWELL
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20184016939
MY COMMISSION EXPIRES 04/18/2022

**PROPOSAL SIGNATURE FORM**
**FOR**
**ADVANCED METERING INFRASTRUCTURE (AMI) SOLUTION CONSULTING SERVICES**

In compliance with this RFP and to all the conditions imposed herein, the undersigned offers and agrees to provide **RFP# 42081120 ADVANCED METERING INFRASTRUCTURE (AMI) SOLUTION CONSULTING SERVICES,** in accordance with the attached signed proposal, or as mutually agreed upon by subsequent negotiation. This completed Proposal Signature form must be submitted with the Proposer's written proposal and will become a part of any agreement that may be awarded. This Proposal Signature Form must be signed by an authorized representative with ink-pen (electronic signature or copy of signature is prohibited), as defined in Section 14. Content of Proposals of this RFP. **If the Proposal Signature Form is not signed by an authorized representative or submitted with the proposal, the proposal is considered non-responsive.**

**Please type or print:**

Name of Firm: Excergy Corporation

Address: 501 S. Cherry Street, Suite 1100

City: Denver State: CO Zip: 80246

Contact Person: James A. Ketchledge Title: President & CEO

Federal ID #.: 45-4478178 Telephone No.: 720-316-7006 Email: jketchledge@excergy.com

Type Organization: [ ] Individual [ ] Small Business [ ] Non-Profit
[ ]Partnership [X] Corporation [ ] Joint Venture

Attach copies of all such licenses, permits or certificates issued to the business entity.

Business is licensed, (unless exempt by applicable law) permitted or certified to do business in the State of Florida:
[X] Yes [ ] No. License # P18000085657--Document #

Minority Business Status: [ ] Black [ ] Hispanic [ ] Woman [ ] Other

Is your business certified as a minority business (WMBE) or small business enterprise (SLBE) with any government agency?
[ ] Yes [X] No. If yes, please list below:

| Agency Name | Certification Number | Expiration Date |
|---|---|---|
| | | |
| | | |

**Sub-Contracting Submittals required: Forms MBD-10, MBD-20 must be submitted with the bid/proposal.**

**By signing this Proposal Signature Form, the Proposer complies with all of the requirements of the RFP package including but not limited to Communication Policy and City of Tampa Ethics Code contained herein.**

**NOTE:** When Proposer is a corporation, the president, vice president or other person duly authorized to bind the corporation shall set out the corporate name in full beneath which he/she shall sign his/her name and give the title of his/her office or position. The proposal shall also bear the seal of the corporation attested by its corporate secretary. **Proposals signed by a person other than an officer of the corporation, shall be accompanied by evidence of authority.**

Authorized Signature: _____ Date: 8/3/20
Kyle A. Peart, Secretary & Treasurer

# Appendix A: Resumes

The appendix contains the resumes for the following proposed staff:

- Todd Barlow
- Mark Johnson
- Austin Kesar
- Jim Ketchledge
- Prasad Chittaluru
- Suresh Sanka
- Natalie Coggeshall
- Don Rankin

# TODD BARLOW
## EXECUTIVE CONSULTANT

Todd Barlow is an Executive Consultant with over 30 years of experience guiding clients through the development and delivery of complex, infrastructure and IT projects in the utilities industry. Prior to Excergy, he was the co-founder of a smart grid consulting / systems integration business that he directed from startup to acquisition in 2014. His expertise includes: strategic planning, feasibility studies, project definition, procurement planning, vendor selection, executive oversight quality assurance during project implementation. Todd combines application knowledge with a practical understanding of commercial transactions involving multiple stakeholders for an end-to-end project delivery. He spends time engaging customers, partners and vendors to ensure that contract delivery fully supports the technical and business objectives for the project.

Mr. Barlow has provided professional consulting services to electric, gas, and water utility clients across North America, including:

- Alabama Municipal Electric Authority, AL
- Bermuda Electric Power Company
- Brownsville Public Utilities Board, TX
- Chesterfield County, VA
- City of Battle Creek, MI
- City of Casselberry, FL
- City of Greensboro, NC
- City of Highland, IL
- City of Houston, TX
- City of Jackson, MO
- City of Monroe, LA
- City of Newport News, VA
- City of Orangeburg, SC
- City of Richland, WA
- City of Ruston, LA
- City of San Marcos, TX
- City of Shreveport, LA
- City of Topeka, KS
- City of Wilson, NC
- City of Winnipeg, MB
- Halifax Regional Water Commission, NS
- Huntsville Utilities, AL
- Lee's Summit, MO
- Regional Municipality of Halton, NS
- St. Bernard Parish, LA
- Town of Danvers, MA

## Work History

### Excergy Corporation – 2015 to Present

**Executive Consultant**

Excergy Corporation is a consulting and system integration company focused on electric, water, and gas utilities, and specializing in Smart Metering and Smart Grid projects. Mr. Barlow is an Executive Consultant responsible for both client engagement and project delivery. In addition to managing multiple client accounts and overseeing several complex smart meter implementations, Mr. Barlow is a key contributor to the firm's strategic planning and overall direction.

### Utiliworks Consulting, LLC – 2005 to 2014

**Co-Founder, VP-Operations, Executive Consultant**

Mr. Barlow formed Utiliworks, LLC in 2005 as an advisory firm focused on Advanced Metering Infrastructure (AMI) and Meter Data Management System (MDMS) applications for water, gas and electric utilities. The firm won multiple industry awards related to innovation in planning and implementation of projects. While winning and delivering over 50 successful client engagements, Mr. Barlow's was actively engaged in nearly every project.

In addition, Mr. Barlow was responsible for all company operations, strategic planning, resource development, internal process development, and the financial performance of the organization. As the firm matured, he became increasingly focused on quality assurance across the firm's portfolio of projects with specific emphasis full implementation oversight.

### Education

B.S., Petroleum Engineering
**Louisiana State University, Baton Rouge, LA (1987)**

Numerous professional development courses related to utility automation, project management, and public procurement.

### Area of Expertise

- > Project Management
- > Corporate Management
- > Smart Grid/Smart Metering
- > Procurement / Contracting
- > Strategic Planning

### Industry Recognition

Principal in Charge for Smart Grid Project of the Year in 2010 (Ruston, LA) by Utility Automation and Engineering *T&D Magazine*. Awarded at DistribuTECH

Principal in Charge for Best Smart Infrastructure/Grid Project (City of San Marcos, TX) in 2010 by CS Week

The LSU 100 Fastest Growing Businesses. No. 3 in 2013

PMI and AWWA Member

## Environmental Technical Sales, Inc. – 1993 to 2004

**Project Developer**

Mr. Barlow's formative work in the utility and industrial sectors involved large infrastructure projects for water systems that included SCADA and process control applications. Specific duties included: assessing a variety of treatment approaches, providing conceptual designs, developing requirements, preparing budgetary cost estimates and economic evaluations, conducting pilot and laboratory studies, developing and influencing project specifications. Successful projects ranged from $5M to $15M in size and were implemented over several years.

## Tyco International – 1987 to 1992

**Applications Engineer**

Mr. Barlow began his career as an applications engineer for an industrial valve manufacturer. He had technical and sales support responsibility for North American distributors. Specific duties included: recommending and applying products for hazardous chemical applications, managing the product importation process, obtaining product certification from government and trade associations, preparation for ISO 9000 audits and conducting product training seminars.

# Relevant Experience and Expertise

**Strategic Planning:** Mr. Barlow guides executive teams as they develop a clear vision and business strategy, integrating internal and external stakeholder concerns for a variety of industry topics and markets. His skill at group facilitation and creative problem-solving enables clients to launch new initiatives, where he often has an active role with the executive team in project execution.

**Conceptual Project Development with Business Case:** Mr. Barlow has extensive knowledge and experience in assessing technology and infrastructure projects for utilities. The assessment identifies costs, benefits, opportunities and concerns to help guide the utility's decision for capital projects.

**Procurement and Delivery Strategy:** Mr. Barlow works with utility owners to formulate commercial procurement and delivery strategies. He has a broad understanding of the organizational and customer benefits which must be articulated to project stakeholders. He leads front-end project planning and strategy sessions to help frame the project in the most appropriate delivery package that addresses budget, schedule and performance requirements.

**Vendor Evaluation and Selection:** Mr. Barlow has extensive knowledge and experience in managing the vendor selection process. He is familiar with the spectrum of vendor companies and has lead clients through a comprehensive process of translating customer needs into requirement documents for procurement. He develops evaluation and acceptance criteria with the client and coordinates activities with purchasing and legal teams. He also provides objective analysis of proposals to consider: total cost of ownership, system integration requirements, third party services required for field implementation and the impact of licenses, fees and ongoing support imbedded in the vendor proposals. Mr. Barlow interprets, normalizes and consolidates proposals to help the owner make informed decisions.

**Vendor Contracting:** Mr. Barlow guides clients through contract development and negotiations, which include a Vendor Contract with a formal Statement of Work and submittal information on components. He has been successful in bridging communications with the technical advisors as well as legal and purchasing team to ensure that vendor agreements were executed and approved by governing boards.

**Program Management:** Mr. Barlow develops and monitors complete delivery programs and evaluates technical performance. This includes pricing, scheduling and resource management of internal programs and project tasks. These processes may involve a quality assurance role over a vendor-supplied package or it may involve servicing as the Owner's agent in the creation and implementation of an entire program. Mr. Barlow develops internal and external communications campaigns to enhance project communication for all utility departments. Programs are also intended to connect with customers, council/board members and executive sponsors. These activities ensure readiness for field development and testing. Frequent messaging is required for change management regarding business process modifications and as well as the creation and adoption of new rates and policies.

**MARK JOHNSON**
**EXECUTIVE CONSULTANT**

With over 40 years of experience in the utility distribution system management and consulting, Mr. Mark Johnson provides strategic and technical leadership to systems integration projects for clients in the utilities industry, including feasibility evaluation and strategic visioning, assessment of user needs, definition of functional requirements, RFP development and vendor selection, business process optimization, design of customized software applications, and integration of data models to ensure proper relationships with legacy systems. Focused on increasing efficiency of business operations, improving workflow processes, and implementing advanced metering infrastructure (AMI) and Smart Grid technologies, Mr. Johnson has contributed to the success of numerous projects for clients.

## Work History / Project Experience

### Excergy Corporation – November 2012 to Present

**Executive Consultant**

**Halton Region Water, Ontario, CA.** Providing AMI system selection services and services for data management and integration strategies. Support for the deployment and business process transformation during the system implementation.

**Intermountain Rural Electric Association (IREA), CO.** Supported vendor selection for graphical work design system. Supporting the system requirements, development, and testing services for implementation of an AutoCAD based design tool to be integrated with Esri.

**Tacoma Power, Tacoma, WA.** Developing roadmap for business transformation through implementation of geospatial system, including migration from existing GE Smallworld to Esri. Developed and facilitated workshops for working groups within the utility to evaluate the effective use of GIS throughout the utility from Metering to Generation, Customer Service to Disaster Management.

**Chesterfield County, VA.** Developed successful feasibility for water AMI from existing AMR system. Developed proposal and supported AMI vendor selection.

**City of Greensboro, NC.** Currently developing a Feasibility Study for Smart Water Meters and meter replacement program.

**Cities of Casselberry and Clearwater, FL.** Developed a Feasibility Study for Smart Water Meters and meter replacement program for these two municipal water utilities.

**Contra Costa Water District, CA.** Provided feasibility study for water AMI system. Study analyzed multiple AMI solutions and options for the District.

**Memphis Light Gas & Water, TN.** Analyzed impacts to customer service and meter operations processes for AMI implementation; developed Business Transformation plan for Smart Meter project; identified organizational changes to incorporate Smart Meters and related activities into the organization; and developed new position job descriptions and identified new roles and responsibilities in existing positions.

**Principal Consultant**

**City of Fort Collins Utilities, CO.** Provided GIS support for and co-author of the utility's 10-year strategic technology roadmap. Responsibilities include capturing geospatial data, desktop utilization, mobile usage, and integration requirements, and is supporting the implementation of the roadmap.

**Halifax Regional Water Commission, Nova Scotia.** Developed an RFP for water AMI and MDMS system to replace a mixed system of manual and AMR reading meters. Supported vendor selection. Provided a Feasibility Study in 2014 for AMI. Analyzed impacts to customer service and distribution operations processes. Also provided financial model, deployment options, and risk analysis for implementing AMI.

### Education

BS, Human Resources Management, **Colorado Christian University**

GIS Certification, **University of Denver**

### Area of Expertise

- Utility processes and technology integration to improve ops
- Water Smart Meter/AMI technologies and integration strategies
- Vendor Procurement & Evaluation
- Geographic Information Systems
- Smart Meter Business Case Development – Water, Gas, Electric Utilities

### Professional Affiliations

- IEEE
- AWWA
- Geospatial Information and Technology Association (GITA), member (GITA Industry Trends Analysis Group (ITAG) Advisor (Electric subgroup)

### Development & Training

- MultiSpeak Certified Integrator
- Fundamental Vector GIS Concepts
- GIS Project Design and Implementation
- PUR Guide
- Power Utilities Engineering, ICS

### Presentations & Publications

- "Business Process Transformation at a Three-Service Utility," DTECH 2020
- "Charting the Course to Grid Modernization," AclaraConnect 2019, Austin, TX
- "Testing AMI – Meter to Cash," Electricity Today, Nov. 2011

**City of Newport News, VA.** Provided a Feasibility Study for an AMI system. Provided analysis of impacts to customer service and distribution operations processes. Also provided financial model, deployment options, and risk analysis for implementing AMI. Currently supporting RFP development and vendor analysis for water AMI solution.

**Consolidated Edison, New York, NY.** Supported the development of an RFP for Electric and Gas AMI system to service ConEd & Orange & Rockland's ~3.6M electric and ~1.2M gas customers. Development of RFP was completed in 6 weeks to meet regulatory deadline requirements.

**Huntsville Utilities, AL.** Developed RFP for AMI Network and Software system, with support for vendor selection and strategic options for AMI. Providing advisory and technical support for the development of the AMI, MDMS, and deployment for the AMI system.

**City of Thornton Water, CO.** Provided a Feasibility Study for water and strategic options for moving from AMR to AMI. Provided analysis of impacts to customer service and distribution operations processes, IT integrations. Provided financial modeling of deployment options and risk analysis for converting from AMR to AMI. Issued and analyzed an RFI from 9 AMI vendors.

**Fort Collins Utilities, CO.** Developed 10-year Strategic Roadmap. Performed analysis of current project status, and defined future projects strategy for the Utilities organization.

## Enspiria Solutions, Inc. – 2003 to 2012

**Principal Consultant**

**Hydro One, Toronto, Canada.** Provided subject matter expertise and planning support for data sustainment processes to supply Distribution Management System (DMS).

**Westar Energy, Topeka, KS.** Provided business process analysis for AMI / Smart Grid system, including meter operations, billing processes, and service order processes.

**CPS Energy, San Antonio, TX.** Provided business process analysis and development of future operations processes impacted by AMI / Smart Grid system. Developed business case for electric and gas AMI system. Also provided support for vendor selection of AMI system, including technological and pricing evaluation.

**NV Energy, Las Vegas, NV.** Provided business process analysis and development of future operations processes impacted by the company's Smart Grid implementation, including processes for AMI Metering impacts, Distributed Generation, DMS, and in home devices (HAN).

**San Antonio Water System, TX.** Provided support for business case, RFP/ vendor selection (for AMR, MDMS and meter installation), and implementation planning.

**Southern California Gas Company, Los Angeles, CA.** Provided development of AMI vendor comparison of costs and business case.

**Kansas City Board of Public Utilities (BPU), KS.** Provided IT consulting and advice on integration of BPU systems, supporting BPU in verifying and further defining IT goals and objectives. Assessed the current environment and developed a roadmap for future integration / initiatives.

**Navopache Electric Cooperative, Lakeside, AZ.** Developed strategic plan for systems integration and work process improvements with information flow to users of mapping, SCADA, engineering, and CIS databases.

## Convergent Group / SchlumbergerSema – 1998 to 2003

**Technical Consultant.** Supported all phases of large-scale implementation projects for utility clients, leveraged experience to manage the demands of multiple projects, from strategic implementation planning and project management to system planning and procurement, applications design and development, and system deployment for client projects including CPFL, Yankee Energy, Northeast Utilities, LG&E, NStar, CILCO, Austin Energy.

## Public Service Company of Colorado – 1974 to 1997

**Designer / Senior Engineer / Marketing Representative.** Served in supervisory roles. Conducted design and drafting (using DFIS, IBM GFIS, and GE Smallworld), estimating (using the company's CIS and integrated estimating system), work order preparation, and construction coordination of electric and gas distribution systems for clients. Served as an Engineer/Marketing Representative, directly interacting with customers to access specific needs and initiate of customer requests for service, service design, and contract administration.

# Austin Kesar
## Principal Consultant

Mr. Austin Kesar has 10 years of energy industry experience, including significant experience in economic, regulatory, and policy analyses. He brings expertise in finance and analytical modeling to support strategic programs related to smart grid solutions for the utility industry. He provides analytical financial consulting for utility clients undertaking strategic planning for enterprise initiatives. He also focuses on many of the smart technologies and advanced applications that comprise the Smart Utility solution set, particularly smart metering and AMI solutions and Data Analytics.

Mr. Kesar has been involved in strategy development activities for utilities, assisted with the examination of business and technical issues related to migrating from existing systems to smart meter solutions, authored testimony for utility managers, helped to create meaningful regulatory strategies for their smart metering projects, prepared analysis used in proceedings, held workshops with executives, and supported detailed cost/benefit analysis efforts. His expertise includes mapping current and future state business processes, defining technical requirements to create requests for proposals, and working effectively and influencing others to move toward a common vision or goal. He also brings experience with a large-scale organizational change effort where he developed goals, strategies, and implementation plans to address the changes necessary to ensure the organization is prepared to accept and leverage the new solution that is being implemented.

## Work History / Project Experience

### Excergy Corporation – 2019 to Present

**Principal Consultant**

Provides consultant and implementation support on organizational change management, data analytics, AMI business case, and procurement for Excergy clients. In addition to AMI support for the Cities of Casselberry (FL) and Greensboro (NC), Austin has supported the following Excergy clients:

**Fayetteville Public Works Commission, NC.** Providing Data analytics consulting to help operationalize client's investment. Developed core processes and management tools to effectively operate business unit by managing resource utilization, forecasting team growth, and evaluating business unit's financial benefit to the enterprise.

**Halifax Regional Water Commission, NS.** Served as subject matter expert in designing a utility's enterprise analytics' organization, establishing new processes and defining resource needs.

**Tacoma Public Utilities, WA.** Partnered with client to define an enterprise analytics strategy including governance structure, operating model, and funding mechanism.

### Black & Veatch Corporation – 2017 to 2019 and 2011 to 2014

**Principal Consultant**

**Entergy Corporation, LA.** Subject matter expert in designing an Enterprise Analytics' Organization. Supported regulatory strategy to develop a portfolio of customer facing programs including: Battery Storage, DER, Energy Efficiency, Filled Billing, Green Tariff and Community Solar across the 5 operating companies. Captured program design requirements, redesigned business processes, designed pricing and scoring models, and developed Rate Case support materials.

**PECO Energy, an Exelon Company, Philadelphia, PA.** Developed 3 year roadmap for the transition of Distributed Automation (DA) devices to a Smart Grid communication network; provided consulting support for PECO's business case development for Smart Grid strategic planning; and collaborated with technology vendors to transition DA devices to a Smart Grid communication network to achieve operating efficiencies and comply with grant funding from the US Dept. of Energy.

### Education

Master of Public Policy, Energy Policy, **University of Chicago, Harris School of Public Policy Studies**

B.S., Business, Minor in History, **Wake Forest University, Wayne Calloway School of Business and Accountancy**

### Area of Expertise

- Business Case Development
- Change Management
- Preparation of Testimony to Regulatory Agencies
- Smart Grid/Grid Modernization Programs
- Utility Process & Organization Design
- Utility Data Analytics
- Roadmap and Strategy Alignment
- Industry Analysis and Market Research

### Certifications and Awards

Fellowship, Public Policy and International Affairs, Carnegie Mellon University, H. John Heinz III School of Public Policy and Management

### Select Publications & Whitepapers

- "Data Analytics", May 2019.
- "Utility Analytics," June 2015.
- "Review of U.S. 'Opt-Out' Programs," July 2013.
- "Customer Engagement White Paper," December 2011.

**PPL Electric Utilities, Allentown, PA.** Supported the development of a Meter Data Management (MDM) RFI. Collaborated with system engineers to ensure that future MDM requirements were understood and complete. Analyzed business process requirements related to the Pennsylvania Public Utility Commission (PUC) Act 129.

**Southern Maryland Electric Cooperative (SMECO), MD.** Supported multiple Smart Grid Initiatives, including development of AMI Business Case financial model, which gained the approval of the Maryland Public Service Commission. Provided strategy consulting services leading to the development of a comprehensive AMI "Opt-Out" Plan, and led the development of the cooperative's financial business case; authored materials used for hearings; and supported the utility before the Commission. Ensured that the AMI "Opt-Out" Plan met the business process requirements established by the MD PSC; designed a comprehensive cost model for SMECO's SCADA RFP; and gathered requirements for SMECO's EAM RFP. Reviewed and edited requirements, specifications, business processes and recommendations related to a future EAM solution.

**Commonwealth Edison (subsidiary of Exelon), IL.** Conducted an industry report reviewing AMI meter installation practices; recommendations from the report were used by ComEd in its AMI meter roll-out.

**Central Hudson Gas & Electric, NY.** Outlined the current state of business processes for their existing Customer Information System (CIS), Enterprise Resource Planning (ERP), and EAM systems.

**Ameren Illinois, IL.** Provided an industry assessment of the expected impact an AMI investment would have in decreasing theft and tamper and improving outage management. Researched current utility business cases and recent & anticipated trends to provide a quantifiable benefit range for the business case.

**Lincoln Electric System (LES), NE.** Led Smart Meter business case development; facilitated workshops, built the financial model, and presented conclusions & recommendations to LES executives.

## PA Consulting – 2015 to 2017

**Principal Consultant**

**Pepco Holdings Inc., Washington, DC.** Provided ongoing support for reliability efforts: conducted analysis of PA Consulting's reliability improvement model, evaluated the impacts of each reliability improvement program, their corresponding benefits, as well as weather normalization patterns within the model. Based on PHI's Smart Grid infrastructure (AMI, etc.) deployment, developed a prioritized multi-year analytics strategy and roadmap to define and deploy analytics Use Cases, and leverage this investment. This roadmap was designed to capture the value of existing infrastructure and data. From the Roadmap, 24 Use Cases were selected as priority deployments for the 2015/2016 and covered the areas of Reliability, Load, Voltage, Distributed Energy Resources and Street Lighting. For each of the priority use cases, he developed detailed business requirements, key Stakeholder identification, data sources and mapping, process and change impacts, benefits identification, and metrics definition & realization planning. The Use Cases identified $22.6M of confirmed initial 8-year benefits, including $4M of O&M benefits and significant non-financial benefits.

**Exelon, Washington, DC.** Supported the PHI and Exelon merger realignment through the development and continually update of PHI organizational charts and corresponding documents. Attended staffing meetings, provided on-site support, and developed various tracking documents. In additional, after the merger supported an organizational re-design for PHI's Work Management Organization to efficiently align resources to achieve enterprise goals related to backlog maintenance and reliability based on an Exelon model.

**Orlando Utility Commission (OUC), FL.** Reviewed the utilities AMI investment and provided an analytics roadmap and strategy and served as the PM.

**Austin Energy.** Supported development of cost-benefit models for 8 select analytic use cases.

## Landis+Gyr – 2010 to 2011

**Regulatory Analyst**

Supported Advanced Metering Technology Advancement by strengthening company relationships with state regulatory commissions to support sales of electricity and gas meters. Completed net benefit analysis to evaluate indirect impact of AMR/AMI Technology, and developed a strategic proposal to assist client utilities in obtaining regulatory approval. Designed internal database analyzing federal and state energy regulations to improve sales force marketing efforts.

# JIM KETCHLEDGE, PMP
## CEO & PRESIDENT

Mr. Jim Ketchledge, PMP, is a leader in the Utility Industry and the founder of Excergy Corporation, a successful consulting and system implementation firm for energy & water utilities. He has led the firm to significant year over year sales and revenue growth with leadership, business, sales, and technical acumen. Over his career, he has led multiple businesses through all phases, from startup to acquisition, and successfully delivered highly complex and multidimensional projects ranging from space satellite systems to Smart Meter and Grid Modernization projects. Mr. Ketchledge has melded project management skills, deep technical and engineering expertise, along with people and change management skills to manage all aspects of intricate implementations. His book, "*Successful Smart Grid Implementation*" is the how-to guide for the utilities that seek to transform their business with new technologies.

## Work History / Project Experience

### Excergy Corporation – 2011 to Present

**CEO and President**

Mr. Ketchledge is the CEO & President of Excergy Corporation, responsible for executive leadership of the corporation. Excergy Corporation is a consulting and system integration company focused on electric, water, and gas utilities, and specializing in distribution operation technologies such as the smart grid. Mr. Ketchledge also provides direct project management services for key strategic projects.

### High Summit Partners LLC – 2011 to 2012

**External Project Manager**

External Project Manager responsible for delivering the Advanced Meter project for the City of Fort Collins, which has won industry awards for Innovation and Collaboration in planning and execution of Advanced Metering Infrastructure (AMI), Meter Data Management System (MDMS), and Demand Response (DR) components. Fort Collins was also named as one of the Top 10 Cities Adopting Smart Grid Technology, where the "Smart Grid of tomorrow is a reality today." Also provided project management guidance and assistance in establishing a project management office for a software company focused on the Smart Grid.

### Enspiria Solutions (a Black & Veatch Company) -2004 to 2011

**General Manager**

Part of a four person management team which grew a start-up business from inception to successful acquisition by Black & Veatch, a $3.2B enterprise. Simultaneously held key roles performing general management, directing the Program Management Office (PMO), business development / sales, and personally leading strategic projects. A key force behind business development efforts to create win strategies, establish and grow client relationships, develop proposal responses, and close the sale. Adept at streamlining operations to increase efficiency and competitive advantage.

### Education

M.S. in Electrical Engineering
**Drexel University, Philadelphia, PA (1989)**

B.S. in Electrical Engineering
**Syracuse University, Syracuse, NY (1986)**

Certified, PMP; Member, PMI

Numerous professional development courses including six Sigma

### Area of Expertise

- Business Leadership & Management
- Sales & Marketing
- Project/Program Management
- Consulting
- System Integration and Implementation

### Certifications and Awards

Young Engineer of the Year Finalist, 1991 and 1992, Greater Philadelphia Region.

Edison Engineer Graduate, General Electric.

A-B-C Engineering Course Graduate, General Electric.

Outstanding Performance Commendation, NASA.

Eta Kappa Nu (Electrical Engineering Honor Society).

PMI Member.

Advisory Board member for DistribuTECH

Established and ran the Enspiria PMO, with Profit and Loss (P&L) responsibility for execution of all projects, including Smart Grid and related technology areas. An expert at project management from both quantitative (tools, techniques, best practices, methodologies) and qualitative (client relationship, team morale, positioning, and defusing issues) aspects. Directly initiated many of Enspiria's strategic projects and successfully mentored other PMs. An innovator and creative thinker who developed and maintained many new approaches and methodologies related to managing Smart Metering / Grid projects. Brought in to rescue a troubled $140M Smart Grid project; personally credited by utility executives for the "save".

### Schlumberger-Convergent Group – 2001 to 2003

**Director, Program Management**
P&L responsibility for establishing an international / domestic PMO. Managed a team of 59 engineers / information technology (IT) professionals in software development and project delivery. Directed a $17 million program for international client; oversaw 40 personnel and 4 major subcontractors.

### RAYTHEON-Hughes Electronics Information Systems Division- 1995 to 2001

**Senior Program Manager (1997 – 2001) and Lead Systems Engineer (1995 – 1997)**
P&L responsibility for PMO; managed $35 million in contracts and 75 IT / engineering professionals for international satellite ground station projects based in Norway, Japan, and Indonesia. Delivered the projects on time and within budgets.

### Aydin Corporation – 1993 to 1995

Developed satellite control and communications products for an $80 million company, and conceived and developed a unique standard product platform, which slashed costs while improving time-to-market. Concurrently acted as Marketing Manager for startup Telecom Division; revenue grew to $1 million.

### General Electric (GE) – 1986 to 1993

**Senior Electrical Engineer**
Selected for GE's prestigious leadership training program including Edison and A-B-C Course Engineering programs. Performed various design, test, and system engineering roles of increasing responsibility.

## Publications

Author and instructor of over 15 articles, courses, workshops, and a book, including:

- "Successful Smart Grid Implementation," PennWell Books, June 2015.
- "Smart Meter and Grid Project Management," Utility University Course, DistribuTECH Conference, January 2018 & 2019, February 2015, January 2013; as well as previous courses at DistribuTECH.
- "Integration - The Key to Smart Grid Project Success," DistribuTECH Conference, January 2013.
- "Managing your Smart Grid Project," Educational Workshop, Utilimetrics Conference, September 2010.
- "MDMS from Concept through Implementation to Integration: Burbank's Experience," Utilimetrics, September 2010.
- "Managing your Smart Grid Information Architecture," CS Week, 2010.
- "Future Proofing AMI Systems to Support Smart Grid Adoption," Electricity Today, September 2009.
- "Challenges of Implementing AMI," Electric Energy T&D Magazine, September/October 2008.
- "Enhancing Outage Management with AMI," Utility Automation & Engineering T&D Magazine, February 2008.

# Prasad Chittaluru, PhD, PE, PMP, BCEE, GISP

*Principal, Project Lead and Subject Matter Specialist*

Dr. Chittaluru has over 20 years of program and project management experience in enterprise systems design, implementation and maintenance. He has extensive knowledge in working with government agencies, DOTs, utilities, public works and businesses. He has served in various project roles including project engineer, lead technical professional, project manager, project principal and client manager. He has an excellent understanding of business needs of cities, planning agencies, utilities, transportation agencies and public works departments. He has facilitated the development of many large enterprise information management systems for government agencies across the United States. He has served as project manager and technical professional on many enterprise IT/GIS systems planning, design and implementation, as well as utilities and transportation master planning projects. He enjoys the opportunity to enhance clients' business efficiencies and customer service through work flow simplification and systems optimization.

## Areas of Experience

- Project and program management for enterprise web, GIS and systems integration solutions
- Consensus building and end user needs assessment and functional requirements development for the design and implementation of enterprise web and GIS applications in various domains
- Business process mapping and workflow optimization
- Design and implementation of enterprise software and database applications
- Systems integration – assessment, design and implementation
- Infrastructure Asset Management
- Project and program management for Capital Improvement Programs (CIP)
- Transportation planning support
- Hydraulic/hydrologic modeling and transportation and utility master planning

## Work Experience

### *EPIC Engineering & Consulting Group, LLC (March 2007 – Present)*

Dr. Chittaluru is a project manager and Principal of EPIC Engineering & Consulting Group, LLC since its founding in 2006. He provides leadership and expertise in the fields of information technology, civil engineering, planning, program management services, design and implementation of custom software and database applications for program management, CIP and asset management. He serves as the technical expert for design and development of enterprise information technology solutions and database systems.

#### *Representative Projects*

**OCU Mobile Maximo Replacement**

EPIC is assisting Orange County Utilities in the migration of their mobile Syclo applications to a new system compatible with Maximo. EPIC has identified and documented the business needs that can be supported by the design and implementation of the Mobile Maximo Replacement Solution. Prasad serves as EPIC's project and technical lead for this project.

**Orange County Utilities, FL, Forcemain Data Management Application**

Project team member identified to develop a solution for efficient capture, retention, and delivery of the diverse sets of information pertaining to the wastewater infrastructure. One of the key business drivers for the development of this data management solution is to assist OCU managers, engineers, and O&M staff in identifying infrastructure components that present the highest risk of failure. OCU management would like to identify the potential correlations between risk of Forcemain failure and infrastructure parameters such as pipe material, diameter, age, and operational parameter averages of the hydraulic independent manifold systems that comprise

the OCU wastewater collection system network. The Forcemain Database was designed such that it becomes a part of the OCU Enterprise Information Management Application that has been envisioned by OCU management.

**Orange County Utilities, FL, Water Dashboard**

EPIC designed and implemented a dashboard application to assist the Water Department track business plan goals and performance measures. Meetings were held with key stakeholders and goals leaders, wireframes and mockups created. The application is set to go live in late 2016.

**Orange County Utilities, FL, Customer Counts Data Analysis**

EPIC conducted a comprehensive review, analysis and reporting of customer counts from the Oracle Customer Care and Billing (CC&B) data repository. As part of this project, EPIC also conducted a quality check of utility customer counts in different customer categories and service groups in order to facilitate a comparison to the current customer county reports programmed in the CC&B solution. The project resulted in the Utility developing a consistent understanding and interpretation across its business units.

**Orange County, FL, CIP Tracking System**

EPIC conducted a thorough review and analysis of over 225 CIP reports from the Finance, Utilities and Public Works Departments as part of the County's transitioning to a new CIP reporting system. EPIC provided recommendations for report consolidation and new report creation.

**Public Works Platform Project**

As part of an ongoing project with the City of Orlando, EPIC is working with the Public Works business units to collect their current business process details pertaining to the projects and asset management. EPIC will document the as-is processes and pain points as well as present the analysis to City staff. To-Be business processes will also be developed and findings and recommendations will be made to City Management. In the first phase of the project, EPIC identified the City's assets, identified the assets that could be grouped together as they follow the same process/steps by developing current "As-Is" and future "To-Be" business processes with narratives, identified business rules and performed requirements gathering. In the second phase of the project, EPIC will meet with the CIP Team and other City staff from the Community Rating System, Stormwater Utility Billing, Wastewater Utility Cut, ROW/Liter Control and Project Management for the reporting needs for Streets and Stormwater Management. EPIC will also continue to document the "As-Is" and "To-Be" processes and prepare the next steps towards implementing the Public Works Platform Solution.

Some of the key projects managed by Dr. Chittaluru in the recent past include: Polk County Utilities (PCU) Capacity Management System Design and Development; Tampa Bay Water IT Strategic Plan; Orange County Utilities enterprise data management and business process mapping; City of Atlanta Water Department Asset Management Systems; Polk County Utilities GIS Master Plan and Map Products Development; Greater Orlando Aviation Authority General Consulting Services for GIS and IT; St. John's River/Taylor Creek Water Supply Project GIS Analysis Services; Seminole County Environmental Services CIP Database Enhancements; Orange County Utilities Data Management System (UDMS) Needs Assessment; Orange County Utilities CIP Tracking System Concept Design.

## Previous Employment

- PBS&J, Orlando FL
- University of Miami, FL
- MECON (India) Ltd.

## Education

- Ph.D. in Civil and Environmental Engineering, University of Miami, FL
- M.S. in Civil and Environmental Engineering, University of Miami, FL
- B.S. in Civil Engineering, Birla Institute of Technology & Science, India

## Natalie M. Coggeshall

*Lead Business Process Analyst/QA Lead*

Ms. Coggeshall is a Six Sigma certified Requirements Management Leader with over 15 years of experience in software development. She has a special focus in implementing and utilizing agile development with LEAN, Scrum, XP, UML, and BPMN techniques and working directly with both leadership and development teams. Active change agent to support QA practice maturity and Program and Portfolio Management (PPM).

### Areas of Experience

- Business Process Analysis
- Requirements Elicitation
- Implementation and Maintenance of Software Systems

### Work Experience

#### *EPIC Engineering & Consulting Group, LLC*

Ms. Coggeshall's role at EPIC includes services in software requirements analysis and documentation and other activities supporting the project implantation and life cycle.

**St. Lucie County Land Management Solution, Business & Technical Requirements, PM Support & Process Optimization**

EPIC conducted meetings with County staff, documented current business processes and workflows, reviewed RFP response, collected and compiled user needs and functionality gaps, and prepared a final project report for the County's LMS project. Additionally, EPIC conducted process mapping workshops, documentation and QA/QC of processes as well as identifying and documenting process efficiencies and elimination/minimization of redundancies in the key land management business processes. EPIC's findings provided savings on staff costs as well as improvements in service delivery to St. Lucie County citizens for the land management business processes. In the first phase of the project, EPIC conducted meetings with County staff, documented current business processes and workflows, reviewed RFP response, collected and compiled user needs and functionality gaps, and prepared a final project report. In the second phase of the project, EPIC conducted detailed workshops to prioritize critical data, eliminate redundancy and provide a recommendation of the data required for configuration. Natalie served as the lead business analyst for this project.

**Orlando Public Works Platform Project**

As part of an ongoing project with the City of Orlando, EPIC worked with the Public Works business units to collect their current business process details pertaining to the projects and asset management. EPIC documented the as-is processes and pain points as well as presented the analysis to City staff. To-Be business processes were also developed and findings and recommendations made to City Management. In the first phase of the project, EPIC identified the City's assets, identified the assets that could be grouped together as they follow the same process/steps by developing current "As-Is" and future "To-Be" business processes with narratives, identified business rules and performed requirements gathering. In the second phase of the project, EPIC met with the CIP Team and other City staff from the Community Rating System, Stormwater Utility Billing, Wastewater Utility Cut, ROW/Liter Control and Project Management for the reporting needs for Streets and Stormwater Management. EPIC continues to document the "As-Is" and "To-Be" processes and prepare the next steps towards implementing the Public Works Platform Solution.

**GOAA SBD DMS Design & Implementation**

EPIC provided the design, implementation, testing, training, deployment and post-production support for the data management solution for the GOAA Small Business Development team and other stakeholders. The solution will create a user interface dashboard and data entry forms for Purchasing, Concessions, and PEC as well as provide alerts and email notifications and reports for end users.

**Florida Turnpike Enterprise (FTE) NExUS Ph1 Design, Development & Support**

This project finalized specifications and mockups developed in the Consultant Final Fee Negotiation Application Needs Assessment and Solutions Recommendations Development project as well as design, develop and implement the application. The application provided a secure, centralized repository for consultant unit and hours negotiations and streamline the data entry process and eliminate the need for duplicate data entry and spreadsheet sharing across various project stages.

**FDOT Active Arterial Management Dashboard**

The Active Arterial Management Dashboard (AAMD) is a web-based dashboard to serve FDOT District 5 team in accessing historical traffic data from traffic management data sources such as SunGuide. AAMD provides FDOT the necessary tools, data, and information to manage and plan the traffic operations for the active arterial segments within the FDOT District 5 service area. The AAMD application provides the accessibility and analysis capabilities for the datasets identified by the technical and management stakeholders to capture, track, analyze and visualize in a dashboard format, the key performance metrics set up for the successful implementation of the AAMD project. Natalie served as the Lead Business Analyst on this project.

**Greater Orlando Aviation Authority (GOAA), FL, Design and Development of Integration Project Information (iPro) Application Roadmap Enhancements**

Natalie was a Project Team member for the GOAA iPro Roadmap Enhancements Project. This project compiled a holistic summary of the application needs identified by stakeholders to expand the capabilities of iPro to meet GOAA business requirements. Tasks included: 1) Mobile Data Collection (implementing a mobile data access module to facilitate data entry into the iPro system through a tablet); 2) Workflow Enhancements (enhancing the current project workflow and alerts and notifications functionality to include other documents); 3) Dashboard Update (allowing the users to configure their dashboards without the need for programmatic changes); and 4) Integration-GIS (integrating the GIS module with iPro).

**City of Orlando, FL, Public Works Platform Project**

Project Team member for the City of Orlando Public Works Platform Project. This project identified the City's assets that could be grouped together as they follow the same process/steps by developing current "As-Is" and future "To-Be" business processes with narratives, identify business rules and perform requirements gathering. Natalie served as the lead business analyst on this project.

**Florida Department of Transportation (FDOT) MRP Data Management Process Analysis & Solution**

FDOT identified the need to evaluate and develop solution recommendations for their MRP Data management. To address this need, EPIC was authorized to perform a needs assessment and develop recommendations for the MRP solution for FDOT. The objective of this project is to evaluate the existing method for capture, retention and delivery of diverse sets of information used by the FDOT.

## Previous Employment

- Sr. Program Lead Business Analyst, Ciber, Inc., Orlando, FL
- Senior Process Analyst, Florida Power & Light, Juno Beach, FL
- Business Systems Analyst, Spherion Corporation, Ft. Lauderdale, FL
- Business Analyst, IBM (Mainspring), Cambridge, MA

## Education

- BSBA in Management Information Systems, Northeastern University Boston, MA
- Certificate of Accomplishment, Organization Change Management Professional, Prosci, Orlando, FL
- Certificate of Accomplishment, Six Sigma Green Belt, BMG, Juno Beach, FL
- Certificates of Completion, Rational University, Ft. Lauderdale, FL
- Certification, Computer Programming and Systems Analyst, Northeaster University, Boston, MA

## Previous Experience

**Utilities Director**
City of Topeka, KS (1995 – 2014)

**Hardware & Software Design / Manufacturing Engineer**
McDonnell Douglas Corp (1986 – 1995)

**Electronics Technician**
US Navy Submarine Service (1975 –1981)

## Education and Certifications

**BS Electrical & Computer Engineering**
**Kansas State University**, 1986

**Certified Quality Engineer (CQE) (1993 – 1996)**

**6 Sigma Taguchi Certification (1994)**

**Secret / SAR Level Security Clearance**
US DoD (1986 – 1995)

**Top Secret / SAR Security Clearance**
US DoD (5/76 - 10/81)

## Specializations:

- Metering Systems
- Deployment Planning
- Business Case Assessments
- AMI /Smart metering / Smart grid
- Utility Analytics
- Water System Operation & Maintenance
- Water, Wastewater, Stormwater Policy
- Asset Management and CIP Planning
- Utility Billing System Analysis
- GIS Planning and Tool Development

# Don Rankin

## Senior Associate

UtiliWorks™

Don is an Electrical Engineer and experienced utility manager with 19 years leading Water, Wastewater and Stormwater Utility Operation and Maintenance, Capital Programs, and Customer Service Operations. He is an innovative big picture thinker with strong analytical reporting skills. He developed utility business plans for reduced costs, improved services, and sustainable asset replacement that was tied to financial capacity.

### *Relevant experiences and background include:*

- Serving as a water subject matter expert for multiple advanced meter infrastructure (AMI) assessments
- Planning and executing technology programs related to AMI and meter data management systems (MDMS) that meet water utility goals and objectives
- Matching advanced reporting capability to meet utility goals and objectives, while preparing analytical reports for AMI related projects for water and electric utilities
- Developing and evaluating responses to request for proposal (RFP) documents and technology procurement efforts especially in analytical reporting and business intelligence
- Serving as lead for vendor contracting scope of work and pricing negotiations
- Producing utility billing system data visualization reporting tools to facilitate on-demand charts and graphs of utility customer billing information
- Creating utility billing data discovery and audit tools for utility revenue enhancement
- Successfully obtaining modest multi-year utility rate increases
- Establishing project tracking tools for complex, multi-discipline, multi-project tracking
- Developing wastewater combined sewer overflow plan that minimizes regulatory exposure
- Successfully addressing community red water issues resulting in drastic reductions of customer complaints
- Creating an asset management strategy for complete life cycle planning of water, wastewater, storm water and levee utility infrastructure
- Direct major rehabilitations of water and wastewater plants

- **Winston Salem, NC** (Business Intelligence Reporting, AMI Procurement)
- **Long Beach Water Department, CA** (AMI Assessment, Procurement, Business Intelligence Reporting)
- **Long Beach Gas & Oil Department, CA** (Develop cost allocation model to assess charges to multiple AMI users)
- **Alameda County Water District, CA** (AMI Assessment and Evaluation of existing AMI)
- Lawrence, KS (AMI Procurement)
- **JEA, FL** (Assess Current AMI System, Develop AMI Roadmap, Contract Evaluation)
- **WaterOne, KS** (AMI Procurement, Deployment)
- **Palo Alto Utilities, CA** (Water, Gas, Electric AMI Assessment, Procurement)
- **Oceanside Water Utilities, CA** (AMI Assessment, Procurement)
- **New Orleans Sewerage and Water Board, LA** (Water system Assessment, Billing Issues Resolution)
- **Fort Worth Water Department, Tx** (Business Processes Assessment)
- **Shasta Lake, CA** (Assess & make Recommendations for current AMI system)