



*Engineering & Management Services®*

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**Proposal Qualifications  
for  
Independent Review and Verification of  
Modeling of New Electric Utility**

**RFP #21-2013**

*for*  
**City of Boulder  
Boulder, Colorado**



**Contact:**

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## TABLE OF CONTENTS

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<b>Section No.</b>	<b>Description</b>
<b>1</b>	<b>Cover Letter</b>
<b>2</b>	<b>Detailed Scope of Work</b> <ul style="list-style-type: none"><li>➤ <b>PowerServices' Capabilities</b></li><li>➤ <b>Methodology Implementation</b></li><li>➤ <b>Timeline</b></li><li>➤ <b>Form of Presentation and Written Report</b></li><li>➤ <b>Experience</b></li><li>➤ <b>Licenses and Certifications</b></li><li>➤ <b>Training and Workshops</b></li><li>➤ <b>Additional Resources</b></li></ul>
<b>3</b>	<b>Follow-up Verification</b>
<b>4</b>	<b>Confidential Fee Proposal (Separate)</b>
<b>5</b>	<b>Disclosures</b>
<b>6</b>	<b>Statement of Acceptance</b>
<b>7</b>	<b>References</b>

**COVER**

**LETTER**



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April 26, 2013

Mr. Dave Bannon  
City Manager's Office  
City of Boulder  
1777 Broadway, 2<sup>nd</sup> Floor  
Boulder, Colorado 80304

Subject: Proposal for Independent Review and Verification  
of Modeling of New Electric Utility  
RFP #21-2013

Dear Mr. Bannon:

We appreciate the opportunity to provide an independent review and verification of modeling for the City of Boulder's potential new electric utility. Enclosed are five (5) originals of our proposal, with an additional electronic version e-mailed to [bannond@bouldercolorado.gov](mailto:bannond@bouldercolorado.gov). Included in our proposal are our scope of work methodology, proposed project team members, project experience, an estimated timeline, and a list of similar projects we have completed, along with all other information requested in the City's RFP #21-2013.

It appears this acquisition would include the City acquiring approximately 45,000 customers along with the Xcel facilities required to serve these customers. It also appears the City intends to provide approximately 50% of their electricity from cleaner sources, such as wind farms. There appears to be some disagreement in negotiations between Xcel and Boulder regarding the price of assets Boulder is purchasing from the utility, such as power poles and substations, which is relatively normal in utility acquisition projects.

We have recently provided engineering and consulting services for numerous utility acquisition projects, including three Cooperative separate system acquisitions

- A & N Electric Cooperative acquired Delmarva Power 24,000 customers
- Shenandoah Valley Electric Cooperative acquired Potomac Edison 52,000 customers
- Rappahannock Electric Cooperative acquired Potomac Edison 52,000 customers

In all of these acquisitions, PowerServices was responsible for all the evaluation and acquisition engineering, including acquisition financial evaluations and reports, feasibility studies; strategic planning; resolution of stranded cost issues; expert testimony on valuation and stranded costs; development of contractual arrangements including purchase agreements, wholesale power supply agreements, management, operation and maintenance agreements, and transition agreements; joint ownership arrangements; financing reports; system valuations; negotiations; development of rates, terms and conditions of service; and construction work plan amendments and long-range plans. This effort required the highest degree of skill and experience in the utility long-range planning process, and all were completed within a highly compressed time frame. Our project team members have

Mr. Dave Bannon  
April 26, 2013  
Page Two

additionally provided these the acquisition transition services in three of the four other acquisition projects we have completed, and can provide any of these services the City of Boulder might require above and beyond the review and verification phase of this acquisition project. We also provided the same acquisition services many years ago to Winter Park, Florida and Casselberry, Florida.

PowerServices has over 35 staff members, including 14 professional engineers providing continuing engineering design services for our utility clients. We have assembled a highly experienced team for this project, and our project team members' experience provides a skill set that is second to none in this arena of consulting services. The proposed project team is experienced in the development of cost of service studies, retail rates, adjustment clauses, financing reports, revenue projections, power supply projections, rate design, system condition assessments, system valuations, and system configuration. A brief description of the project team members' experience with summarized resumes and expected role in the project are given below. The Project Team and supporting staff will commit to the City's requirement for completion of the Council Preliminary Determination verification by September 2, 2013 (to include written report if requested by City Manager), based upon award of project to PowerServices by May 16, 2013, and prompt responses to PowerServices' data requests issued. PowerServices has the workforce availability and resources to begin the project immediately upon selection. In addition, we will confirm that our current workload will not negatively affect nor preclude our firm from providing timely, high-quality services consistent with both industry standards and those required by the City.

Following is a brief summary of experience with condensed resumes for each of the key team members who form the principal project team members.

*PROJECT TEAM OVERSIGHT:* GREGORY L. BOOTH, PE, PLS - PRESIDENT; PHONE (919) 256-5901  
1616 E. MILLBROOK ROAD, SUITE 210, RALEIGH, NC 27609; E-MAIL GBOOTH@POWERSERVICES.COM

The team is headed by Gregory Booth, President, a registered professional engineer licensed in 22 states. Mr. Booth's experience includes engineering, financial, and management services, and experience assisting local, state, and federal government units, municipal electric systems, rural electric and telephone cooperatives; investor-owned utilities, industrial customers and privately owned businesses. Mr. Booth has served over 300 utility clients in 40 states throughout his career, including cost-of-service and rate studies, and filings before state commissions for regulated clients and for many electric municipalities. Mr. Booth has been accepted as an expert before the Federal Energy Regulatory Commission and seven state commissions on rate and regulatory matters. He has been accepted as an expert in both state and federal courts (12) on utility and engineering matters. Investigation and testimony experience includes areas of wholesale and retail rates, territorial disputes, electric service reliability and right-of-way issues. Mr. Booth has managed hundreds of projects each year during his career, including engineering design of upward of \$100 million in construction and a staff of over 75. His management skills and client satisfaction have been proven, and the references provided, along with hundreds of others, can serve as support. Mr. Booth has overseen the development of three cost-of-service studies for municipal systems and has provided services for several utility system acquisitions since January 2008.

Mr. Dave Bannon  
April 26, 2013  
Page Three

*SENIOR PROJECT MANAGER: R.L. WILLOUGHBY, MBA - VICE PRESIDENT; PHONE (919) 256-5902  
1616 E. MILLBROOK ROAD, SUITE 210, RALEIGH, NC 27609; E-MAIL RLW@POWERSERVICES.COM*

Mr Willoughby has over 45 years experience with operations, maintenance, and management of utility systems. He has worked with all aspects of utility operations and management, including 8 years as an electric utility director, and 7 years as a city manager. From January 2000 through December 2005, he served on the Board of Directors for two nationally recognized Joint Municipal Power Agencies, and one Joint Municipal Assistance Agency as the Chairman and Vice-Chairman during this time. Mr. Willoughby has completed many cost-of-service studies for municipal systems and assisted Mr. Booth in providing services for several utility system acquisitions since January 2008.

PowerServices has the resources to provide the deliverables on time and on budget to the City of Boulder. PowerServices is a full service engineering firm with staffing disciplines in financial, engineering, operations and management of utility systems. We have two staff members that are previous City Managers, and three that are previous Utility Directors. PowerServices' project team will be lead by licensed professional engineers with a team of professional technical staff providing support.

Thank you again for allowing us to offer our services to the City of Boulder for this very important project. We are prepared to begin this project immediately upon award by the City, and we look forward to meeting and exceeding your expectations. Please contact me with questions, or if you require additional information or clarification regarding our proposal.

Sincerely,



Gregory L. Booth, PE  
*President*

glb/sk

Enclosure

**DETAILED  
SCOPE OF  
WORK**

### PowerServices' Capabilities

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PowerServices was established in 2005 to provide professional design, financial and management consulting services to utility owners and consumers through our staff of seasoned independent utility consultants. Our consultants include individuals with extensive experience and expertise in rates, cost of service studies, regulatory affairs, deregulation issues, power supply negotiations, financing, and acquisition of facilities, and include senior management and engineers who have been providing engineering and consulting services to the electric utility industry for over 40 years. We have provided the full range of electric utility engineering and management services to over 300 utility clients across 40 states. PowerServices provides services to municipalities, utility consumers, universities, regulatory entities, and cooperatives involved in the procurement of energy services and in the ownership, planning, operation, regulation, and financing of electric utility systems. Extensive financial and regulatory experience, combined with technical knowledge, allows us to provide our clients with innovative solutions and the ability to successfully identify and take advantage of opportunities in the utility market. Our firm is a professional engineering firm with over 35 professional staff, *having a combined experience of over 1000 years*. Our firm's experience includes electrical, mechanical, and civil engineering through every aspect of construction and operation of electric systems.

The PowerServices team includes professional engineers, professional land surveyors, MBAs, IT professionals and many other power delivery experts. Collectively, the focus of the companies is to enhance clients' abilities to meet their customers' needs through reliability, efficiency, and overall cost savings in supplying and delivering power. A representative listing of services provided by PowerServices includes:

- *Engineering Design*-including compliance with utility specifications, NESC guidelines, substation, transmission, sub-transmission, distribution, and design-build;
- *Valuation*-Book value, net book value, Replacement Cost Less Depreciation, Replacement Cost New Less Depreciation, Iowa Curve Values;
- *System Condition Assessment*-field site analysis compared to net book value, 100% condition review, representative sampling review, historical outage section analysis;
- **Rates-market rates, revenue requirements, cost of service, demand and energy forecasting, purchased power and purchased fuel adjustment clauses, unbundling of rates, rate design, incentive rates, billing analyses, tariffs, terms and conditions, load forecasting;**
- *Deregulation*-planning, aggregation programs, stranded costs, transition plans, open access transmission issues, unbundling of rates, reliability, power supply negotiations, expert witness testimony, seminars and presentations;
- *Power Supply*-market assessment, proposal development and evaluation, contract negotiations, implementation, load aggregation analysis, representation in rate proceedings, expert testimony, transmission or transportation arrangements, resource planning, stranded cost;
- *Regulatory Affairs* - development and preparation of expert testimony, negotiations, assistance to legal counsel in preparation of briefs and pleadings, stranded costs, contract issues, rates, mergers, transmission;
- *Financings*-revenue bond financing reports, assistance to bond underwriters and counsel in development of bond resolutions, presentation to rating agencies and bond insurers, financial pro-forma analyses and reports, feasibility studies;

- *Strategic Planning*-development of objectives, identification of opportunities, development of strategic plans, proposal development and evaluation, contract negotiations, implementation;
- *Feasibility Studies*-life cycle cost analyses, market assessment, risk assessment, projected operating results, sensitivity analyses; and
- *Acquisitions/Mergers*- feasibility studies; strategic planning; resolution of stranded cost issues; expert testimony on valuation and stranded costs; development of contractual arrangements, including purchase agreements, power supply agreements, management, operation and maintenance agreements, transition agreements; joint ownership arrangements; financing reports; development of rates, terms and conditions of service; implementation.

**PowerServices has recently completed Cost-of-Service and Rate Studies for the City of Red Springs, the City of Rocky Mount, and the Town of Tarboro, and numerous other municipal utilities throughout the eastern United States.** Our recent Cost-of-Service projects for North Carolina cities have been successful in assisting with the cities' transition of their retail rates to the present prevailing Power Agency rate structure, while minimizing the impact to the retail customers. We also identified significant cash flow issues not recognized prior to these Cost-of-Service projects. **In addition, over the past three years, we have provided services for numerous projects, including two separate electric utility system acquisitions. One of these acquisitions more than tripled the number of consumers for the utility with approximately 170 MW of load. The other acquisition involved two utilities purchasing an existing utility that serves over 100,000 customers, with 750 MW of load. PowerServices was responsible for evaluating the acquired system, as well as recommending an equitable division for the acquiring utilities, which more than doubled the customer base of one utility and increased the customer base by 50% for the other utility. Coordination of resources, communications, data collection, and individual utility priorities was critical to the success of these projects.** Some of the tasks associated with these acquisitions included feasibility studies; strategic planning; resolution of stranded cost issues; expert testimony on valuation and stranded costs; development of contractual arrangements including purchase agreements, power supply agreements, management, operation and maintenance agreements, transition agreements; joint ownership arrangements; financing reports; **development of rates**, terms and conditions of service, construction work plan amendments and long-range plans, and system valuations. We have also performed valuation studies for the City of South Daytona, Florida, and for the City of Ft. Lauderdale, Florida in determining the feasibility of municipalization for these cities.

PowerServices is also in the unique position to offer the following additional services to the City of Boulder in the acquisition portions of this project, and would appreciate the opportunity to provide a detailed scope of work for these services to the City.

- System Assessment and Valuation
- Offer Negotiations
- Asset Purchase Agreement Through Closing
- Regulatory Filing and Testimony

**Methodology Implementation**

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**Scope**

PowerServices will work with the City Manager, and City Council if requested by the City, in providing review and verification of the Council Preliminary Determination and underlying analysis. PowerServices will follow the following proposed scope of work outline in providing this verification and determining whether the Council Preliminary Determination meets the Charter requirements.

**Acquisition Feasibility Review**

Following are the services that would be provided in reviewing the Preliminary Acquisition Feasibility Report.

1. Kick-off Meeting  
Review scope of services with appropriate personnel and project coordinator to finalize project responsibilities, due dates, progress reporting, schedule of project deliverables, and other administrative issues.
2. Initial Data Request  
There are several primary issues which would affect the analysis, system reliability, and economics of acquisition. Prior to embarking on the development of a comprehensive analysis, we will gather the necessary information from the City staff and/or City consultants. The following are examples of the type of information to be gathered through the process.
  - a. Legal/Regulatory Precedent: Review of data provided by the City for omissions, inclusions, or inconsistencies.
  - b. Stranded Costs: Review of data provided by the City for omissions, inclusions, or inconsistencies.
  - c. Consumer Data Review: Review of consumer data by class for the proposed electric system.
  - d. Financial Forecast and Economic Model: The City indicated it has already engaged an acquisition team member for the financial assessment. PowerServices will review the model assumptions, but not prepare the model.
  - e. Distribution System Data: For purposes of the preliminary feasibility study, the distribution system valuation will be based on data provided by the City or it's consultant. PowerServices would expect Xcel to provide City Continuing Property Records (CPRs). Evaluation of field assessment provided by others.
  - f. Retail Rates: Retail rate data including any forecasts, will be gathered from the City. Rate impact is assumed to be analyzed by others. Information will be requested from the City in sufficient detail to allow evaluation of the present rate designs and alternative rate designs.
  - g. Field Condition Assessment: PowerServices would expect a field condition assessment has been completed by others. This assessment should compare CPRs provided by Xcel for what is actually in place.
  - h. Revenue Requirements: Review of the revenue requirements will include review of all operating and maintenance expenses, debt obligations, capital improvements to be funded from revenues, and any other financial obligations of the electric system.

PowerServices will prepare an information and data request to use as a guide in assembling any additional data which is required to complete the assignment. The project team has performed numerous rate studies for other municipal systems and has detailed financial information for the operations review.

3. Separation and Re-integration Analysis

The separation and re-integration analysis will be reviewed. All intertie points with portions of transmission, distribution, and customer service facilities between acquired portions and non-acquired portions will need to be separated and re-integrated to the portions acquired by the City and retained by the existing system owner. This may require some new construction, net metering, or other system rearrangements. The cost of this separation and re-integration can often be significant and must be captured as part of the evaluation. Furthermore, as part of the negotiations process, there needs to be a determination of which party will be responsible for each cost component. PowerServices will review this evaluation.

- a. Review of System Valuation Process: The valuation process typically includes a number of valuation methodologies to establish a range of values for the system facilities to be acquired. These methodologies may include Original Cost Less Depreciation (“OCLD”), OCLD using the Iowa Curve method, Replacement Cost Less Depreciation (“RCLD”), Reproduction Cost New Less Depreciation (“RCNLD”), RCNLD using the Iowa Curve method, Going Concern, Discounted Cash Flow, and, in some instances, market comparables. State laws and case precedent may establish the methodologies required to be used in determining the purchase price of a utility system. In addition to the established valuation, stranded cost or lost revenues and severance, or reintegration costs may be imposed. All of the above valuation methods should be adjusted based on the results of the field condition assessment.

This evaluation is critical for 3 reasons:

1. The City needs to know it is not paying too much for the plant to be acquired based on valuation and condition,
2. The City needs to know the system to be acquired is not in a state of significant disrepair and subject to high O&M and capital expenditures and poor reliability, and
3. The PUC will want some assurances the remaining non-acquired customers are not being disadvantaged by a sale of a portion of the system.

4. Load Projection

The purpose of this task is to evaluate the end-user based load projection for the test period that was used as the basis for the establishment of the cost of service and rate design. This projection should be based on historical trends, and adjusted for known and measurable changes.

- a. Review historical load data by customer class, as well as retail rates and customer classifications. Identify significant existing, planned, or terminated industrial or commercial loads.
  - b. Evaluate any modifications to the customer classifications and data requirements that may be necessary to most accurately reflect costs of providing service. Include known and measurable changes to loads expected to occur during the test period.
  - c. Evaluate impact of load management, owned generating resources, and interruptible customers on load projection.
  - d. Evaluate customer statistics (demand, energy, customers) by rate class.
5. Revenue Requirement Analyses
- a. Evaluate the study period, or “test period,” to be used for the electric Retail Rate Study.
  - b. Evaluate the current rates to the test period billing determinants to determine expected revenue levels for the test period at current rate levels. This task will include the review of a computer spreadsheet model to summarize monthly billing determinants and revenues by rate classes.
  - e. Evaluate the projected costs of purchased power. The purchased power requirements will be evaluated from the projections provided. The annual peak demand used for billing purposes will be evaluated based on the historical demands provided by the City.
  - f. Evaluate the City’s administrative and general cost allocations to the Electric Department.
  - g. Review the test period revenue requirement based on historical operating expenses, operating budgets, allocated debt service, capital improvements to be funded from revenue and the cost of purchased power. Revenue requirements should include all expenses required to operate and maintain the system, debt service requirements, capital improvements to be funded from revenues, purchased power, payments in lieu of taxes and support of general fund operations.
6. Evaluate Allocated Cost-of-Service
- a. Evaluate allocation factors for the test period based on the most reasonable factor leading to the incurrence of each cost:
    - i. Demand allocation factors (kW)
    - ii. Energy allocation factors (kWh)
    - iii. Customer allocation factors
    - iv. Revenue allocation factors
    - v. Specific or direct assignments
  - b. Review the test period revenue requirements or “cost-of-service” to the present and proposed customer classes.
  - c. Evaluate the allocated cost-of-service by customer class to the present rate revenue by customer class to determine the excess or deficiency of the present rate revenues for each class and for the system as a whole. Also, determine the revenue excess or deficiency for changes in power supply cost to the City.

7. Evaluate Rate Design Analyses
  - a. Review existing terms and conditions in electric rate schedules.
  - b. Review comparisons of the City’s proposed retail rates with those of other retail electric suppliers in the region.
  - c. Identify any competitive concerns and discuss differences with City staff.
  - d. Evaluate the competitive concerns, economic development opportunities, and current rate offerings in conjunction with the results of the allocated cost-of-service.
  - e. Evaluate preliminary rate comparisons between present rates and preliminary proposed rates by usage levels and characteristics.
  - f. Evaluate final rate comparisons by customer classification, usage level and service characteristics.
  
8. Prepare and Present Rate Report
  - a. Prepare and provide copies of the evaluation and recommendations regarding the City.
  - b. Attend council meeting to present study recommendations.

Our project process will follow the series of systematic sequential tasks detailed in the proposed Scope of Work. We believe this clarity of scope prior to commencement of the project is the basis for good communication with the City. We will provide the City with frequent updates on the status of completion of individual tasks, and on all questions and resolutions that arise throughout the project.

**Timeline**

PowerServices will provide this project to the City of Boulder in compliance with the timeframes designated in the RFP #21-2013, assuming this project is awarded to PowerServices by May 16, 2013. Following is a proposed timeline PowerServices anticipates following for this project. These

May 16, 2013	Project awarded to PowerServices, Inc.
May 22, 2013	PowerServices kick-off meeting with the City Project Manager
May 28, 2013	PowerServices will provide City Project Manager with a list of City staff and City consultants we will need to meet with, make any additional document requests, and a finalized Gant Chart project schedule on or before this date.
June 4, 2013	Bi-weekly electronic meeting with City Project Manager
June 18, 2013	Bi-weekly electronic meeting with City Project Manager
June 26, 2013	Draft findings presented to City staff for review
July 2, 2013	Bi-weekly electronic meeting with City Project Manager
July 8, 2013	Preliminary evaluation provided to City Project Manager
July 16, 2013	Draft presentation to City Manager for review
July 23, 2013	Presentation of findings to Council
August 6, 2013	PowerServices available to answer Council Questions
September 2, 2013	Presentation of written report, if requested

**Form of Presentation and Written Report**

Following the submittal of the Preliminary evaluation after City staff review, PowerServices will attend the City’s Council meeting and utilize a PowerPoint presentation to present our findings to the Council, then will answer any questions that arise at the meeting regarding the evaluation and determination.

If a written report is requested by the City Manager, PowerServices will provide this report using the Suggested Form of Report outline provided in RFP #21-2013.

**Experience**

PowerServices has extensive experience with projects similar to the services requested by the City. As demonstrated by the representative experience shown below, we have the depth of knowledge needed to most successfully assist the with a thorough review of its evaluation of rates and charges; assessment of the system value using accepted valuation methodologies; determination of impacts on the City; assessment of financing issues; and implementation of any alternatives chosen as a result of the study. PowerServices’ project team can maintain its independence from the City and consultants who performed the initial Council Preliminary Determination and underlying analysis, and can confirm whether this determination and the analyses, assumptions and inputs it is based on are reasonable and realistic based on national standards and accepted practices within the public power industry, and complies with all applicable laws and regulations. Our project team has a long history of working with Power Agencies and Regulatory Entities within the public power industry, and is constantly updating our guidelines of practices, laws, and regulations that public power utilities are guided by and regulated under. PowerServices will ensure the proposed rate design will be structured as related to municipal utility operations within these guidelines and regulations. As also demonstrated by our representative experience list, we have extensive experience with all aspects of rate design, including the design and implementation of coincident peak and time of use rate structures, and the design and implementation of load management rates and credits for residential customers.

PowerServices has continued to meet our clients' needs within the project's budget and schedule for services we have delivered to date. Our project team members have significant involvement in the past projects included in the following brief sampling of similar projects, and we have provided reference information for each of these projects in the event the City would like to contact any of these clients for reference.

Client/Contact	Project Description	Date
<b>Municipal Clients</b>		
ElectriCities of North Carolina Contact: Mr. Ken Raber (919) 760-6000	Rate Analysis, evaluation of competitive retail and wholesale rates in various municipal areas where there is a retail competitive issue	On-going
Town of Farmville, NC Contact: Mr. Richard Hicks (252) 753-5116	Substation & Transm. - Economic Analysis Provided economic analysis and design.	2007

## DETAILED SCOPE OF WORK (Continued)

## Section 2

Client/Contact	Project Description	Date
<b>Municipal Clients (Continued)</b>		
City of Fort Lauderdale, FL Contact: Mr. Peter Partington (954) 828-5240	Undergrounding study, franchise evaluation, system valuation	2009
City of Fort Meade, FL Contact: Mr. Fred Hilliard (863) 285-1100, Ext. 232	- System Loss Evaluation included analysis and report of loss evaluation for the electric system - Providing cost of service study and rate study services - Utility Billing Management, provided rate analysis for retail customers	2008 2008 On-going
City of New Bern, NC Contact: Mr. Jon Rynne (252) 639-2820	- Review of Utility Attachment Agreements, developed joint use pole attachment agreements - DOE Smart Grid Grant, Grant writing and Smart Grid Implementation - Smart Grid, specifications and implementation management	On-going 2009 On-going
City of Rocky Mount, NC Contact: Mr. Richard H. Worsinger Phone: (252) 972-1271	- Long-Range Plan Amendment - Provided cost of service study and rate study - Financial Forecast comparing projected revenues and expenses to actual revenues and expenses - Assistance with implementation of 2008 wholesale rates	2010 2009 2008 2008
City of South Daytona, FL Contact: Mr. Joseph Yarbrough (386) 322-3014	Preliminary municipalization feasibility study; costs of acquisition and financing; system inventory; projections of revenues and power supply costs; projections of incremental costs of operations	2009
City of Starke, FL Contact: Mr. Ricky Thompson (904) 964-5027	Performed coordination study	2008
Town of Tarboro, NC Contact: Mr. Buddy Harrison (252) 641-4280	- Provided cost of service study and rate study services - Assistance with implementation of 2008 wholesale rate and specifically address to wholesale customers	2009 2008
Town of Wake Forest, NC Contact: Mr. Mike Barton, (919) 554-6123	- Long-Range Plan - Sectionalizing Study	2012 2008
Town of Winterville, NC Contact: Mr. Mervin Taylor (252) 756-1297	- Review of and recommendations for retail rate structure - 10 year Construction Work Plan	2008 2006
<b>Cooperative Clients</b>		
A & N Electric Cooperative, VA Contact: Mr. Vernon Brinkley (757) 787-9750	- Construction Work Plan for \$100 Million and RUS Loan Application - Reliability assessment, transformer analysis, financial forecast, negotiations and settlement for purchase of portion of DP&L electric system. - 10 year Long-Range Plan, Construction Work Plan, Sectionalizing Study and Environmental Report which complied with RUS Guidelines	2010 2008 2007
Jones-Onslow Electric Membership Corporation, NC Contact: Mr. J. Ronald McElheney (910) 353-0707	- Cost of service study plus comparison of service rates of other utilities in surrounding area - Cost of service study and rate study services - Developed proposal for the transfer of Camp Lejeune Marine Corps Base to Jones-Onslow Electric Membership Corporation	2008 2006 2004
Old Dominion Electric Cooperative, VA Contact: Mr. Rick Beam (804) 747-0592	Reliability assessment, transformer analysis, financial forecast, negotiations and settlement for purchase of portion of DP&L electric system.	2008

Client/Contact	Project Description	Date
<b>Cooperative Clients (Continued)</b>		
Rappahannock Electric Cooperative, VA Contact: Mr. Kent D. Farmer (540) 891-5815	- Construction Work Plan Amendment No. 2 for system acquisition - Construction Work Plan Amendment No. 1 for system acquisition \$350 Million - Reliability assessment, transformer analysis, financial forecast, negotiations and settlement for purchase of Allegheny Energy electric system.	2010 2009
Shenandoah Valley Electric Cooperative, VA Contact: Mr. John A. Coffey, III (540) 434-2200, Ext. 7252	- Construction Work Plan Amendment No. 1 for system acquisition \$350 Million - Reliability assessment, transformer analysis, financial forecast, negotiations and settlement for purchase of Allegheny Energy electric system.	2009
Somerset Rural Electric Cooperative, PA Contact: Mr. Richard Bauer (814) 445-4106	Wind Farm Projects - Interface and coordination of wind farm generators to distribution and transmission grid. Calculated system losses and cost of losses associated with generation.	On-going
Sussex Rural Electric Cooperative, NJ Contact: Mr. Jim Siglin (973) 875-5101	- Long-Range Plan and Asset Management Strategic Plan services - Long-Range Plan for Picatinny Military Base - Sectionalizing Study and Arc Flash Report	2007 2007 2006
<b>Regulatory Clients</b>		
State of Rhode Island Division of Public Utilities Commission and Division of Public Utilities & Carriers, RI Contact: Mr. Steve Scialabba (401) 941-4500	- Regulatory Testimony, provided expert witness services in siting case - Regulatory Testimony, provided expert witness services in rate case - Final Assessment Report of Narragansett Electric Company Distribution System Reliability, Five year reliability study of the National Grid system, formerly Narragansett Electric Company	2009 2006 2006
Allegheny Electric Cooperative/Continental Cooperative Services/PREA, PA Contact: Mr. Vincent Kaminski (717) 233-5704	Docket 3732 - Regulatory Case Provided reliability assessment and expert witness services in rate case which assisted in culmination of settlement	2006
Young Van Assenderp, P.A., FL Contact: Mr. Schef Wright (850) 222-7206	Florida Undergrounding Study Report on feasibility of undergrounding electric distribution systems in Florida for Municipal Underground Utilities Consortium, assessments of cost-effectiveness, hearings and testimony before the Florida Public Service Commission	2009

Following is a representative listing of clients we have provided services to within the past 5 years.

MUNICIPAL CLIENTS
ALACHUA, CITY OF
AYDEN, TOWN OF
BENSON, TOWN OF
BLACK CREEK, TOWN OF
BLOUNTSTOWN, CITY OF
BUSHNELL, CITY OF
CHATTAHOOCHEE, CITY OF
CLEWISTON, CITY OF
COCONUT CREEK, CITY OF

**MUNICIPAL CLIENTS *(Continued)***

- DANVILLE, CITY OF
- DREXEL, TOWN OF
- EDENTON, TOWN OF
- ENFIELD, TOWN OF
- FARMVILLE, TOWN OF
- FORT LAUDERDALE, CITY OF
- FORT MEADE, CITY OF
- GREEN COVE SPRINGS, CITY OF
- HARNETT COUNTY WW
- HAVANA, TOWN OF
- HERTFORD, TOWN OF
- HOBGOOD, TOWN OF
- JACKSONVILLE BEACH, CITY OF
- JUPITER INLET COLONY, CITY OF
- KINSTON, CITY OF
- LAGRANGE, TOWN OF
- LAURINBURG, CITY OF
- LEE COUNTY
- LUCAMA, TOWN OF
- LUMBERTON, CITY OF
- MARTINSVILLE, CITY OF
- MONROE, CITY OF
- MORGANTON, CITY OF
- NEW BERN, CITY OF
- NEWBERRY, CITY OF
- NORTH MIAMI, CITY OF
- PALM BEACH, TOWN OF
- PANAMA CITY BEACH
- POMPANO BEACH, CITY OF
- PWC FAYETTEVILLE
- QUINCY, CITY OF
- RED SPRINGS, TOWN OF
- ROBERSONVILLE, TOWN OF
- ROCKY MOUNT, CITY OF
- SCOTLAND NECK, TOWN OF
- SELMA, TOWN OF
- SENECA, CITY OF
- SHARPSBURG, TOWN OF
- SMITHFIELD, TOWN OF
- SOUTH DAYTONA, CITY OF
- SOUTHPORT, CITY OF
- STANTONSBURG, TOWN OF

**MUNICIPAL CLIENTS (Continued)**

TARBORO, TOWN OF

VERO BEACH, CITY OF

WAKE FOREST, TOWN OF

WASHINGTON, CITY OF

WILSON, CITY OF

WINDSOR, TOWN OF

WINTERVILLE, TOWN OF

**COOPERATIVE CLIENTS**

A&N ELECTRIC COOPERATIVE

ADAMS ELECTRIC COOPERATIVE

ALBEMARLE ELECTRIC MEMBERSHIP CORPORATION

ALLEGHENY ELECTRIC COOPERATIVE

BARC ELECTRIC COOPERATIVE

BLUE RIDGE ELECTRIC MEMBERSHIP CORPORATION

BLUE RIDGE MOUNTAIN ELECTRIC MEMBERSHIP CORPORATION

BRUNSWICK ELECTRIC MEMBERSHIP CORPORATION

C & T ENTERPRISES

CARTERET-CRAVEN ELECTRIC COOPERATIVE

CENTRAL ELECTRIC MEMBERSHIP CORPORATION

CITIZENS ELECTRIC

CLAVERACK RURAL ELECTRIC COOPERATIVE

COMMUNITY ELECTRIC

CRAIG-BOTETOURT ELECTRIC COOPERATIVE

DELAWARE ELECTRIC COOPERATIVE

ENERGYUNITED

FRENCH BROAD ELECTRIC MEMBERSHIP CORPORATION

HALIFAX ELECTRIC MEMBERSHIP CORPORATION

HAYWOOD ELECTRIC MEMBERSHIP CORPORATION

JEFFERSON ENERGY COOPERATIVE

JONES-ONSLow ELECTRIC MEMBERSHIP CORPORATION

NCEMC

NORTHWESTERN RURAL ELECTRIC COOPERATIVE ASSOCIATION, INC.

OLD DOMINION ELECTRIC COOPERATIVE

PEPCO

PIEDMONT ELECTRIC MEMBERSHIP CORPORATION

PRINCE GEORGE ELECTRIC COOPERATIVE

RANDOLPH ELECTRIC MEMBERSHIP CORPORATION

RAPPAHANNOCK ELECTRIC COOPERATIVE

REA ENERGY COOPERATIVE

ROANOKE ELECTRIC MEMBERSHIP CORPORATION

SANDHILLS UTILITIES, LLC

SHENANDOAH VALLEY ELECTRIC COOPERATIVE

**COOPERATIVE CLIENTS *(Continued)***

- SOMERSET RURAL ELECTRIC COOPERATIVE
- SOUTH RIVER ELECTRIC MEMBERSHIP CORPORATION
- SOUTHERN MARYLAND ELEC COOPERATIVE
- SURRY-YADKIN ELECTRIC MEMBERSHIP CORPORATION
- SUSSEX RURAL ELECTRIC COOPERATIVE
- TIDELAND ELECTRIC MEMBERSHIP CORPORATION
- TRI-COUNTY RURAL ELECTRIC CORPORATION
- VA, MD & DE ASSOCIATION OF ELECTRIC COOPERATIVES
- WAKE ELECTRIC MEMBERSHIP CORPORATION
- WARREN ELECTRIC COOPERATIVE
- WELLSBORO ELECTRIC

**INVESTOR-OWNED UTILITY CLIENTS**

- ALABAMA POWER COMPANY
- DUKE ENERGY PROGRESS
- DUKE ENERGY RENEWABLES
- GAMESA ENERGY
- JEFFERSON ENERGY COOP
- KEYS ENERGY SERVICES
- LOOKOUT WINDPOWER, LLC
- MISSISSIPPI DEVELOPMENT AUTHORITY
- MISSISSIPPI POWER
- PROGRESS ENERGY
- STRATA SOLAR, LLC

**POWER AGENCIES; COOPERATIVE ASSOCIATIONS; REGULATORY AGENCIES; GOVERNMENTAL AGENCIES; INDUSTRIAL**

- DELAWARE STATE FAIR
- CAMP LEJEUNE
- EAST CAROLINA UNIVERSITY
- ELECTRICITIES OF NORTH CAROLINA
- FMPA
- FORT PIERCE UTILITIES
- NCEMPA
- NCMPA1
- HONEYWELL
- MASSACHUSETTS ATTORNEY GENERAL ADVOCATE
- NC LEAGUE OF MUNICIPALITIES
- NCEMC
- NCEMPA
- NORTHROP GRUMMAN
- PPG INDUSTRIES
- RHODE ISLAND DIVISION OF PUBLIC UTILITIES AND CARRIERS
- SIEMENS ENERGY, INC.
- SMITH FOUNDRY

**POWER AGENCIES; COOPERATIVE ASSOCIATIONS; REGULATORY AGENCIES; GOVERNMENTAL AGENCIES; INDUSTRIAL *(Continued)***

UNC-CHARLOTTE

VA, MD & DE AEC

VCLEAR RESOURCES, LLC

VIRGINIA FORGE

VIRGINIA TRANSFORMER

VT GROUP

WL PORT-LAND SYSTEMS

**Licenses and Certifications**

Mr. Booth is licensed Professional Engineer Number 43948 in the State of Colorado, and PowerServices is a licensed foreign corporation ID # 20061192328 in the State of Colorado.

**Teaching and Workshops**

Following is a listing of seminars, workshops, presentations and publications our principal project team members have provided throughout their careers.

North Carolina Association of Municipal Electrical Systems  
(NCAMES)

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
1987	Annual Meeting	System Losses Overview
1990	Annual Meeting	NESC – Clearance & Liabilities
1992	Annual Meeting	CL Fuses Presentation
1993	Annual Meeting	NESC Revisions/Partial Review
1996	Annual Meeting May 13, 1996 Greensboro, NC	NESC 1997 Proposals/Partial Review
1997	Annual Meeting Charlotte, NC	Overhead High Voltage Line Safety Act

**DETAILED SCOPE OF WORK *(Continued)***

***Section 2***

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
May 16-18, 2000	39 <sup>th</sup> Annual Conference Raleigh, NC	Protective Relaying Principles Presentation
May 2000	Annual Meeting	Distribution System Protective Coordination Principles
May 2006	Annual Meeting	Asset Management Strategic Planning and Long-Range Planning
May 2007	Annual E & O Conference	Arc Flash Hazard and the NESC (Protection Assessment) Summary Presentation
April 2008	Annual E & O Conference Concord, NC	Long-Range Planning and Distribution Protection
May 2009	Annual Meeting	Economic System Improvements

National Rural Electric Cooperative Association  
(NRECA)

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
July 18-20, 1983	St. Louis, MI	Store, Deter, Delay or Interrupt
Nov. 16, 1989		Report on Distribution Improvements that pay off through Lower Power Loss
1991	Annual Meeting	Distribution System Loss Management
1992		Distribution Loss Seminar
June 24-26, 1992	San Antonio, TX	Distribution System Loss Workshop
Sept. 23-24, 1993	Herndon, VA	Cost Effective Management of System Planning & Purchasing

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
January 2000		Recloser Actuator Engineering Analysis Update
February 2001	TechAdvantage Meeting	ABCs of System Planning
February 2002	TechAdvantage Meeting	Economic Conductor Sizing
August 2006	CRN Member Summit - Cooperative Research Council Meeting	Asset Management Strategic Planning Reliability and Trends

American Public Power Association  
(APPA)

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
October 6-7, 1986	Kansas City, MI	Distribution Line Loss Seminar & Manual
Sept. 28-30, 1987	Raleigh, NC	Distribution Line Loss Seminar & Manual
April 11-13, 1988	Colorado Springs, CO	Distribution Line Loss Seminar & Manual
June 24, 1988		National Distribution Improvements Pay Off through Power Losses
October 12-14, 1988	Minneapolis, MN	Distribution Line Loss Guide
Oct. 12-14, 1988	Minneapolis, MN	Distribution Line Loss Guide

North Carolina Electric Membership Corporation  
& North Carolina Association of Electric Cooperatives  
(NCEMC & NCAEC)

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
October 1986		NCAEC – Distribution System Loss Evaluation
October 30, 1986	Greenville Utilities Commissions	NCAEC – Reduce Losses in Distribution Systems
November 13, 1986	Crescent UMC Statesville, NC	NCAEC – Reduce Losses in Distribution Systems
1993	Operations Conference	1993 NESC Revisions Partial Review
December 12, 1996	Nash Community College, Rocky Mount, NC	NCAEC – Advanced Lineman Training NESC Introduction
June 1999	E & O Conference	Distribution Protective Coordination Workshop
June 2000	E & O Conference	NCAEC – Proposed changes to 1997 NESC
June 2001	E & O Conference	NCAEC – The NESC
December 5-6, 2001	System Engineer's Workshop	NCAEC -- The NESC
June 2002	E & O Conference	NCAEC – Overview of 2002 NESC Changes
September 2002	NCEMC Manager's Conference, Sunset Beach, NC	NCEMC – Overview 2002 NESC Changes
June 2007	2007 E & O Conference	NCAEC - Arc Flash Hazard and the NESC (Protection Assessment) Summary Presentation
December 6, 2007	System Engineers Workshop	NCAEC - Arc Flash Hazard and the NESC (Protection Assessment) 7 Hour Seminar and Manual

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
June 2008	2008 E & O Conference	NCAEC - Two Presentations: Arc Flash Hazard Update and The National Electrical Code and How it Applies to Utilities
August 2008	2008 Safety Coordinator's Workshop	NCEMC - Arc Flash Hazard Update
December 2008	2008 System Engineers' Workshop	NCAEC - Arc Flash Hazard Assessment Findings
December 2010	2010 System Engineers' Workshop	NCAEC – Power Quality
December 2011	2011 System Engineers' Workshop	NCAEC - National Electrical Safety Code Update

North Carolina Electric Municipal Power Association (NCEMPA)  
& ElectriCities of North Carolina, Inc.

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
1983	Wake Tech. College Raleigh, NC	Distribution System Protective Coordination School and Manual
1985	Wake Tech. College Raleigh, NC	Distribution System Protection School
June 17, 1987	ElectriCities	NESC & Municipal Electric System Safety Seminar
Sept. 28-30, 1988	Raleigh, NC	Distribution System Loss Evaluation Manual
November 1990	ElectriCities	NESC Course Manual
Dec. 11-12, 1991	ElectriCities	NESC

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
November 1992	ElectriCities	NESC Course Manual
Nov. 17-18, 1993	Raleigh, NC	NESC School
Nov. 16-17, 1994	ElectriCities	NESC Seminar
November 13, 1996	ElectriCities	1997 NESC Course
December 11, 2007	City of Wilson, North Carolina	Arc Flash Hazard and the NESC (Protection Assessment) 4 Hour Workshop for Municipalities
December 2007	City of Lexington, NC	Arc Flash Hazard Assessment and the NESC 8 hour Workshop and Manual

Florida Municipal Power Agency (FMPA) and Florida Municipal Electric Association (FMEA)  
& ElectriCities of North Carolina, Inc.

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
July 25, 2012	Annual Meeting Florida	To Sell or Not Sell

Other

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
May 1988	SC Public Service Authority-Santee Cooper	NESC Training Guide
November 14, 1989	City of Bennettsville, SC	Value of System Planning

**DETAILED SCOPE OF WORK (Continued)**

**Section 2**

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
1990	Joe Wheeler EMC Hartselle, AL	NESC
May 1990	Northeast Assoc. of Electric Cooperatives	Power Quality Presentation & Distribution Cost Trends Presentation
May 22-24, 1990	New England Statewide	NARC
Dec. 10-11, 1990	Lexington, NC	NESC School
Dec. 26, 1990	City of Kinston, NC	NESC Course
1993	Davidson Electric Membership Cooperative Lexington, NC	NESC Course Manual Partial Review
Jan. 12-14, 1993	Rappahannock Electric Cooperative Fredericksburg, VA	Distribution System Loss Management Workshop
June 18-19, 1993	Joe Wheeler EMC Hartselle, AL	NESC School
July 2000	CP&L Raleigh, NC	CP&L Accident Investigation Workshop
June 2000	SCAMPS Annual Meeting	Distribution System Protective Coordination Principles
June 2001	SCAMPS Annual Meeting	Accident Investigation and Avoidance Issues
February 2002	SCAMPS Columbia, SC	2002 NESC Workshop and Manual
July 2002	Florida Municipal Electric Association Orlando, FL	2002 NESC and Manual

<i>Date</i>	<i>Location</i>	<i>Presentation/Seminar/Class Title</i>
April 2003	Old Dominion Electric Cooperative	Load Research Relevance to Distribution Planning
April 2004	Virginia, Maryland & Delaware Association of Electric Cooperatives	<ul style="list-style-type: none"> <li>• System Grounding Presentation</li> <li>• Capacitor Placement &amp; Power Factor Correction</li> <li>• System Planning</li> </ul>
May 2004	Virginia, Maryland & Delaware Association of Electric Cooperatives	Interval Data and Construction Work Plan Design
January 2008	PREA State College, PA	Arc Flash Hazard and the NESC (Protection Assessment) Summary Presentation
April 15, 2008	Virginia, Maryland & Delaware Association of Electric Cooperatives	Arc Flash Hazard and the NESC (Protection Assessment) 7 Hour Workshop and Manuals
July 13, 2009	SCAMPS Annual Meeting	Maximizing Utility Resources Through Best Practices
April 29, 2010	PREA CEO Meeting, State College, PA	NERC Compliance Monitoring & Enforcement Presentation (Summary)
June 24, 2010	PREA 2010 Workshop, State College, PA	NERC Compliance Monitoring & Enforcement Presentation (Detailed)
August 29, 2012	LeClair Ryan Webinar	Energy Audits
November 20, 2012	Schultz Law Webinar	Subrogation of Workers' Comp. Claims Involving Electrical Contact Injuries
December 7, 2012	PWC of the City of Fayetteville, NC	Why Follow Engineering Design and the NESC Linemen Presentation

Distribution System Loss Evaluation Seminars

<i>Date</i>	<i>Location</i>
September 30 – October 2, 1991	Marco Island, FL
November 15, 1991	Albuquerque, NM
November 18, 1991	St. Louis, MI
November 22, 1991	Charlotte, NC
January 15, 1992	Jones Onslow EMC Jacksonville, NC
May 11-13, 1992	Nashville, TN
September 30 – October 2, 1992	Northwest Public Power Association Seattle, WA
October 4-7, 1992	District Manager’s Conference San Antonio, TX
November 12, 1992	Four County EMC Burgaw, NC
July 18-21, 1993	Materials Management Conference Hilton Head, SC
October 13-16, 1993	Northwest Public Power Authority Portland, OR
June 15-17, 1994	North Carolina Association of Electric Cooperatives E&O Conference Sunset Beach, NC
October 18, 1994	North Carolina Electric Membership Cooperative Raleigh, NC

<i>Date</i>	<i>Location</i>
October 23-26, 1994	NRECA E&O Conference Jacksonville, FL
January 17, 1995	United EC Dubois, PA
November 20 – December 1, 1995	Minneapolis, MN
December 14-15, 1995	Nashville, TN
May 22-24, 1996	San Antonio, TX
June 12-14, 1996	Denver, CO
April 22-23, 1997	Minneapolis, MN
May 9, 2000	North Carolina Alternative Energy Corporation Distribution System Loss Reduction Manual and Courses Lewis County REC Lewistown, MI

**National and State Publications**

<i>Date</i>	<i>Publications</i>
1983	North Carolina Alternative Energy Corporation Distribution System Loss Reduction Manual and Courses
1983	Distribution System Protective Coordination Manual ElectriCities of North Carolina
1986	Distribution System Loss Evaluation Manual American Public Power Association

<i>Date</i>	<i>Publications</i>
1991	Distribution System Loss Management Manual – NRECA (2 manuals, 6 National Workshops and Manuals)
1994	Distribution System Loss Reduction Manual Tennessee Valley Public Power Association, Research & Development
1998	Distribution Protective Coordination Workshop and Manual ElectriCities of North Carolina
June 1999	Distribution Protective Coordination Workshop and Manual
2000	Improving Distribution System Performance
2001	National Electrical Safety Code Workshop Materials
2001	Evaluation of Recloser Actuators – NRECA
2003	Power Loss Management Manual for the Deregulated Utility Environment NRECA-CRN
2004	Power Loss Management Manual for the Deregulated Utility Environment NRECA-CRN Computer Based Training CD and Power Loss Management Interactive CD Publication
2004	Virginia, Maryland & Delaware Association of Electric Cooperatives <ul style="list-style-type: none"> <li>• System Grounding Materials</li> <li>• Capacitor Placement &amp; Power Factor Correction Materials</li> <li>• System Planning Materials</li> </ul>
2004	Interval Data and Construction Work Plan Design Materials
2007	Arc Flash Hazard and the NESC (Protection Assessment) Seminar Materials

**Additional Resources**

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PowerServices has full capabilities for electrical modeling and analysis, as well as electrical utility facilities planning, design and construction. This provides us both the tools and insight to provide a fully comprehensive deliverable for the project. Additional software resources available to our project team members include:

- a. Milsoft Windmil<sup>®</sup>
- b. CYME packages:
  - CYMGRD
  - CYMDIST
  - CYMDIST/SUB
  - CYMTCC
  - CYM ARCFLASH
- c. SKM Power Tools
- d. ESA Easy Power
- e. ArcPro packages
  - ArcEditor
  - ArcGIS
- f. PLS-CADD, PLS-POLE and Caisson
- g. ESRI
- h. SAG10
- i. Microsoft packages
  - Word
  - Excel
  - PowerPoint
  - Access
  - Project

PowerServices maintains two of the most nationally recognized electrical modeling software programs; Milsoft and the CYME Suite. Software drawing tools we maintain are the latest versions of AutoCAD and ESRI. Various individuals in our firm have written programs to assist in calculation efficiency. Some of these are pole loading and anchor tensioning software packages.

**FOLLOW-UP  
VERIFICATION**

**CONFIDENTIAL**

PowerServices' team members will offer our immediate availability to the City for all questions and new project developments. In the event out of scope work arises, PowerServices will provide any additional services needed by the City at the following hourly rates.

***Redacted for Public Release***

**CONFIDENTIAL  
FEE  
PROPOSAL**

PowerServices has separately attached our Confidential Fee Proposal submittal for the City's review.

# DISCLOSURES

PowerServices, its principal officers and directors, and its staff have taken no positions in lobbying, court actions, public financing, or other forums that could be contrary to the City's position in acquiring or operating the electrical utility infrastructure.

PowerServices, its principal officers and directors, and its staff have performed no actions of lobbying, financing, court actions, or other forums for Xcel Energy or any other electrical or alternative energy provider.

PowerServices, its principal officers and directors, and its staff have no ownership interest in Xcel Energy or any other electric utility serving any portion of Colorado.

**STATEMENT  
OF  
ACCEPTANCE**

PowerServices takes no exceptions to the terms in the specifications, terms or conditions of the Consulting Services Agreement, or the City's RFP #21-2013.

# REFERENCES

PowerServices, Inc. has provided several client references. These are existing clients to whom we have provided, and/or are currently providing a wide variety of services. We have additionally provided contact information in Section 2 of our proposal for each of the similar projects listed.

Description	Reference
<b>Municipal Utility References</b>	
<b>Client Reference No. 1</b>	ElectriCities of North Carolina / North Carolina Eastern Municipal Power Agency / North Carolina Municipal Power Agency #1
Main Line of Business	Municipal Trade Organization / Power Agency
Principal Address	1427 Meadow Wood Drive, Raleigh, NC 27609
Contact Name and Title	Ken Raber, Senior Vice President of NCEMPA
Contact Telephone Number	(919) 760-6000
Products / Services Provided	System Betterment studies, Regionalization Studies
<b>Client Reference No. 2</b>	City of Martinsville
Main Line of Business	Municipal Utility
Principal Address	55 W. Church St., Suite 218, Martinsville, VA 24114
Contact Name and Title	Dennis Bowles, Supt. of Electrical Operations
Contact Telephone Number	(276) 403-5293
Products / Services Provided	Oversight of rebuild of hydroelectric generation project
<b>Client Reference No. 3</b>	City of New Bern
Main Line of Business	Municipal Utility
Principal Address	303 First Street, New Bern, NC 28562
Contact Name and Title	Jon Rynne, Director of Utilities
Contact Telephone Number	(252) 639-2820
Products / Services Provided	Relay Engineering, AMI Grant Services, Miscellaneous Engineering, Substation Design and Construction Management, SCADA system evaluation and implementation assistance,
<b>Client Reference No. 4</b>	City of Rocky Mount
Main Line of Business	Municipal Utility
Principal Address	331 S. Franklin Street, Rocky Mount, NC 27804
Contact Name and Title	Richard Worsinger, Director of Public Utilities
Contact Telephone Number	(252) 972-1271
Products / Services Provided	Delivery Point Planning, Substation Design Procurement and Project Management, Generation, Rate Design, Long-Range Plan
<b>Client Reference No. 5</b>	Town of Tarboro
Main Line of Business	Municipal Utility
Principal Address	2206 Howard Avenue, Tarboro, NC 27886
Contact Name and Title	Buddy Harrison, Director of Utilities
Contact Telephone Number	(252) 641-4280
Products / Services Provided	Rate Study, Generator Coordination Assistance

Description	Reference
<b>Cooperative / Electric Membership Corporation References</b>	
<b>Client Reference No. 6</b>	A & N Electric Cooperative
Main Line of Business	Electric Cooperative
Principal Address	21275 Cooperative Way, Tasley, VA 23441
Contact Name and Title	Vernon N. Brinkley, President
Contact Telephone Number	(757) 787-9750
Products / Services Provided	Reliability and Transmission Line Assessment Reports, System Acquisition, Long-Range Plan, Construction Work Plan, Substation Design Procurement and Project Management
<b>Client Reference No. 7</b>	Community Electric Cooperative
Main Line of Business	Electric Cooperative
Principal Address	52 W. Windsor Boulevard, Windsor, VA 23487-0267
Contact Name and Title	James M. Reynolds, PE, President
Contact Telephone Number	(757) 242-6181
Products / Services Provided	System Studies for Transmission, Distribution, and Substation Design
<b>Client Reference No. 8</b>	Northwestern Rural Electric Cooperative Association
Main Line of Business	Electric Cooperative
Principal Address	22534 State Hwy. 36, Cambridge Springs, PA 16403
Contact Name and Title	Kevin Hindman, Operations and Engineering Manager
Contact Telephone Number	(800) 472-7910, Ext. 309
Products / Services Provided	Substation Design, Procurement, and Project Management, Arc Flash Assessment and Report
<b>Client Reference No. 9</b>	Somerset Electric Cooperative
Main Line of Business	Electric Cooperative
Principal Address	223 Industrial Park Road, Somerset, PA 15501
Contact Name and Title	Richard S. Bauer, General Manager
Contact Telephone Number	(814) 445-4106
Products / Services Provided	Wind Farm Projects, Lookout Windfarm Substation
<b>Client Reference No. 10</b>	Sussex Rural Electric Cooperative
Main Line of Business	Electric Cooperative
Principal Address	64 County Route 639, Sussex, NJ 07461
Contact Name and Title	Jim Siglin, President & CEO
Contact Telephone Number	(973) 875-5101
Products / Services Provided	Long-Range Plans, System Studies, Substation Design, Procurement and Project Management