Managing the RFP Process
## Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
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<tbody>
<tr>
<td>Deploying the RFP</td>
<td>10:00 – 10:45</td>
</tr>
<tr>
<td>Who will participate in your RFP</td>
<td>11:00 – 12:30</td>
</tr>
<tr>
<td>Building an accurate timeline</td>
<td>3:00 – 4:00</td>
</tr>
<tr>
<td>When you get back to the office</td>
<td>4:00 – 4:45</td>
</tr>
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</table>
Deploying the RFP

- Where does the RFP fit into the technology planning process
- Where does the RFP fit into the acquisition process
- Turnaround time/setting deadlines for collection of RFPs
- Getting the word out: Ensuring the best vendors are participating in your RFP process
- Manage expectations: How long should you give vendors?
- How much company information should you share?
# Overview of the Technology Acquisition Process

Technology success begins with careful planning and project organization.

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</thead>
<tbody>
<tr>
<td>Assess the business drivers for technologies</td>
<td>Assess the organization’s capabilities for technology (people, skills, and infrastructure);</td>
<td>Understand technology options;</td>
<td>Identify and describe requirements and specifications</td>
<td>Outline vendor relationships, roles, and service level agreements</td>
</tr>
<tr>
<td>Confirm the related business strategy and goals</td>
<td>Inventory and assess current IT infrastructure and applications;</td>
<td>Assess cost implications and prepare business case;</td>
<td>– Turn-key or self-deployed</td>
<td>Redesign related business processes and operating procedures</td>
</tr>
<tr>
<td>Define business needs</td>
<td>Functional review of various applications;</td>
<td>Assess business process implications;</td>
<td>– Functionality requirements</td>
<td>Formulate system acceptance plan</td>
</tr>
<tr>
<td>Describe the rationale for technology</td>
<td>Gaps analysis;</td>
<td>Identify technology priorities and describe technology roadmap;</td>
<td>– Performance requirements</td>
<td>Develop training plan</td>
</tr>
<tr>
<td>Define top leadership engagement</td>
<td></td>
<td>Formulate technology plan, including scope of work and the initial project steps and timeline;</td>
<td>– System support requirements</td>
<td>Identify measures to evaluate project success</td>
</tr>
</tbody>
</table>

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**Development of Technology Plan**

- Identify and describe requirements and specifications
- – Turn-key or self-deployed
- – Functionality requirements
- – Performance requirements
- – System support requirements
- – Interface requirements
- Evaluate technology vendors and products
- Select vendor
- Confirm cost and benefits
- Obtain final project approval

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**Additional Information**

- March 12–14, 2012, Manchester Grand Hyatt, San Diego, CA, USA
- [www.meteringamerica.com](http://www.meteringamerica.com)
Selecting the Right Technology

Invest in upfront planning.

Requirements
- Present and Future
- Functional and Integration
- Consistent with environment

RFP
- Objective
- Quantitative
- Explicit

Evaluation
- TCO
- Repeatable
- Traceable

Shortlist
- Project Team interview
- Align expectations
- Alignment to process
- Cultural compatibility
- References
- Site visits
- Risk assessment

Finalist

Negotiation
- Equitable
- Commercial terms
- System Acceptance Testing
- Payment based on acceptance
- Warranty

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Creating and Releasing the RFP

1. Development of Draft RFP
2. RFP Review and Feedback
3. Finalize RFP documents
4. RFP Documents available
5. Vendors develop bid responses
6. Receive bids from Vendors
7. Identification of likely participants
RFP Development

1. Development of Draft RFP
2. RFP Review and Feedback
3. Finalize RFP documents
4. RFP Documents available

Suggested Participants for Developing the Draft RFP:
• Representatives from affected departments such as, Metering, Billing, Customer Service, Engineering, Operations, Communications, etc.
• Representatives from Legal and Contract entities.

Elapsed Time for RFP Generation
• 2 – 3 months of concentrated effort
Vendor Management

1. Development of Draft RFP
2. RFP Review and Feedback
3. Finalize RFP documents
4. RFP Documents available
5. Vendors develop bid responses
6. Receive bids from Vendors
7. Identification of likely participants

**Vendor Proposal Development:**
- Allow at least 6 weeks for Vendors to develop proposals
- Vendors may ask for additional time – determine if you will allow an extension
- Provide allowance/time for vendor questions to your RFP

**Identify Likely Participants:**
- Internet searches, Local Sales Agencies, LinkedIn or other affinity groups, neighbor utilities
- Email vendors in advance to verify interest and determine specific contact
Who will participate in your RFP

- Selecting the right smart meter – equipment differences
- Next steps: Establishing a communications infrastructure with the newly installed meters
- Managing the data collected: MDM systems
Define your Metering and Communications Requirements

What systems will our metering system need to interface?
- CIS
- OMS
- MDM
- GIS

What are the advanced functions for our metering system?
- Demand Response
- Volt-VAR Optimization
- In-home displays
- Prepaid metering
- Others

What are the performance requirements of our metering system?
- Latency
- On-demand communications
- Billing communications
- Failure rates
- Others

What integration standards or methods will be used?
Will you need outside assistance? Have you budgeted for this work?
- DR
- SCADA
- MDM
- Others

Will 3rd party applications be required for these functions? Do you have specifications? Will AMI provider perform integration work?
- CIS
- OMS
- MDM
- GIS
- DR
- SCADA
- MDM
- Others

How will you verify performance? Can the preferred vendors meet your expectations?
- Deployment timeframe
- Self installed or 3rd party?
- MDM “prior-to” or after AMI?
- System Acceptance Test?
- Others

Do you have specifications and RFP for 3rd party installers? Do you have MDM specifications prepared?
Determine the Communications Infrastructure

**RF Mesh**
- Cooper
- Itron
- Landis+Gyr
- Mueller
- SilverSpring
- Tantalus
- Trilliant
- others for water only

**RF Tower**
- Sensus
- Aclara ?

**Public Cellular**
- Consert
- Metrum
- SmartSynch (Itron)

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**Questions**

- Will their communication technology meet your performance goals?
- Will their AMI system interface your existing and planned systems?
- Will their AMI system meet your budgetary needs?
- Are the communication and metering technologies “future proof”?
- Will the supported meters meet your functional needs?
- Will their communications reach the necessary meter sites?
- Do we have the staff necessary to maintain the communication network?
Home Area Networking & Customer Information

**Utility Systems**
- AMI
- CIS
- MDM

**AMI Network**

**Cleansed & Secure Data**
- Billing details
- Granular profile information
- Other demographic data
- Could be supplied by Utility’s MDM

**Home Area Networks**

**Raw Data**
- Billing, e.g., TOU, kWh, etc
- Granular, e.g., 15, 30 or 60 minute profiles

**Homeowner Systems, e.g., Wi-Fi Network**

**“Public Internet”**

**Local Information**
- Billing Determinants, e.g., TOU, kWh, etc
- Granular data, e.g., 1, 5, 15, 30 or 60 minute updates
- Status notifications

**Customer Gateway, Generation, Displays or Appliances**
4 key issues for today's utility

• **How to combine multiple data sources into integrated whole**
  AMR, AMI, Manual Meter Reading, SCADA

• **How to handle massive data flowing from AMI**
  Ensure data integrity
  Convert data to information
  Data analytics

• **How to support time-based, complex rates**
  TOU, CPP, PTR, RTP, net-metering, etc.

• **How to provide information to consumers**
  Web portals, displays, mobile apps
What does MDM need to do for you?

- Manual Meter Readings
- AMI Meters
- C&I Meters MV-90
- SCADA

Data Store

- VEE
- Rate Engine
- Usage Analysis & History

Customer

- Customer Billing
- Web Portal or In-Home Displays
- CSR

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## Details for Selected MDM Vendors

<table>
<thead>
<tr>
<th>Vendors</th>
<th>Architecture Options</th>
<th>Reference Accounts</th>
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</table>

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MDM Lessons Learned

- **MDM interfaces: “the devil is in the details”**
  What systems are to be interfaced?
  Dynamic or batch exchanges?
  Standards-based or custom interfaces?
  What data gets exchanged?
  What is the “golden” record for specific data?
  Interface OMS through MDM or directly through AMI?

- **System functionality: definitions, definitions, definitions!!**
  What Business and VEE rules are required for effective operation?
  What are the desired analytics?
  Ensure clarity of “must-haves” to prevent scope creep or missing functions
  Will Customer Service Reps have to use the UI for CIS, MDM and AMI?
  How/should MDM support work-order details?

- **Open systems and industry standards**
  Standards are not a panacea but they are an indicator
  Open data access will provide future benefits
  Integration is a key function of MDM; make it easier on yourself
  Integration and interfaces will evolve with new functions and applications
Sample AMI/Metering System Architecture

AMI meter

AMI head-end

CRM

UPN

DB Unix/Oracle

Prepay Portal

Customer Portal

Firewall

GIS

Legend

Existing Elements

Required Elements

Optional Elements

AMI meter

In-home Display

AMI meter with disconnect

Residential load controller

Capacitor bank controller

Voltage regulator controller

Substation

Existing communications network

Operational Data Management System

- Voltage and PF history
- Meter kWh history
- Power Quality history/events
- Meter errors/records
- Volt VAR controls history
- SCADA history
- Customer Portal

MilSoft DisSPatch OMS System

Volt-VAR Control Application

Load Control Application

QEI SCADA System

Public Cellular Communications

Alternative Communications Network TBD

Operational Data Management System

- Voltage and PF history
- Meter kWh history
- Power Quality history/events
- Meter errors/records
- Volt VAR controls history
- SCADA history
- Customer Portal
RFP Lessons Learned

- Require a System Acceptance Test as a part of your acquisition
  - Provides an opportunity for you to accept / reject system or to create a “punch-list” of requirements while you still have leverage
  - Allows users to familiarize themselves with the system prior to going live
  - Verifies integration of system
- Be wary of the promises from Vendor sales teams
  - Additional software or 3rd party systems may be required to deliver a killer application
  - Automation of some functionality may be non-existent
- Site visits to reference accounts of finalists are invaluable
- Negotiations are never pleasant but they are necessary to make the contract more favorable to you.
Typical List of Exhibits and Legal Documents for an RFP

Exhibit A – Non-Disclosure Agreement for receiving confidential utility data
Exhibit B – Specifications
Exhibit C – Price Forms
Exhibit D – Questionnaire
Exhibit E – Table of Compliance
Exhibit F – Debarment Certification
Exhibit G – EEO Declaration
Exhibit H – Lobbying Certification
Exhibit I – Contract
Exhibit J – System Acceptance Test Plan
Building an accurate timeline

- Allocating time to install the smart meters: How much manpower hours should you estimate?
- Equipment and staff for building the communications infrastructure
- Understanding the types of MDM systems—what will work best for your utility?
- Storage is always an issue: Should your utility be on the Cloud?
Set up Project Organization
Who is Delivering What?

**Contracts #5+ MDM and Apps**
MDM and Specialty Apps could represent additional contracts

**Contract #4 WAN Provider**
The WAN may be a custom design for your utility

**Contract #3 Deployment Contractor**
Meter deployment services are frequently performed by a third party company

**Contract #1 AMI Vendor**
AMI vendor provides software and interfaces to CIS, MDM and other specified back-office systems.

AMI vendor provides WAN communications from office to data concentration points. These links include fiber-optics, radio, DSL or other IP-enabled technologies.

AMI vendor provides an integrated communications infrastructure including a certified interface board in each water and electric meter.

AMI vendor may or may not supply all meters but they will coordinate the orders to ensure an integrated product

**Contract(s) #2a,b,c**
- Electric Meter Vendor(s)
- Water Meter Vendor(s)
- Gas Meter Vendor(s)

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Sample High Level Project Plan

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Sample MDM Implementation Life Cycle

Data Sources and Uses

- AMR meters
- Itron Handhelds
- MV-90
- CIS
- SCADA (substation level supply data)
- Weather data
- GIS
- AMI meters
- Engineering Analysis
- System integration
- Expand Web Service integration
- Expand SCADA/DA data set

Applications

- System integration
- Data consolidation
- Data validation
- Revenue protection
- Business rules
- Added business rules
- Virtual meter data
- Integration of SCADA, Weather and GIS data
- AMI deployment and management
- Management of Voltage and PQ data
- TOU rates
- Design of Web Portal
- Demand Response Management
- Measurement & Verification
- Expand SCADA/DA Analysis
- Expanded Customer Web Portal

Day 1  End of Year 1  End of Year 2  End of Year 3

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Should You Consider a Hosted MDM

- **Pros**
  - Lower Total Cost of Ownership
  - Disaster Recovery
  - Scalability
  - Frequent Upgrades
  - Accessibility
  - Security
  - Expertise

- **Cons**
  - Single Tenant
  - Reduced Customization
  - Outages
  - Lack of Perceived Control
  - Integration
When you get back to the office

- Build your 30-90 day plan
- Building a six-month plan
- The year ahead
1. Set up the Project Team

<table>
<thead>
<tr>
<th>NAME</th>
<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>High level Manager</td>
<td>Project Sponsor: Manage PUC approval process and define $/meter/month</td>
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<tr>
<td>Interim Project Manager</td>
<td>AMI Project Manager: Definition of metering requirements</td>
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<tr>
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<td>Oversight of SEDC Prepay program</td>
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<td>Manage relationship with AMI Meter and Cellular Providers</td>
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<tr>
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<td>Train and support District personnel for Prepay system operation</td>
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<td>Define the meter commissioning process</td>
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<tr>
<td>District Operations</td>
<td>Develop prepay policies and business processes</td>
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<td>Design Customer/Member project plan</td>
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<td>Manage pilot project</td>
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<tr>
<td>Billing</td>
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<td>Marketing</td>
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<td>FAQ development</td>
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<td>IT</td>
<td>IVR integration and management</td>
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<tr>
<td>Consultant</td>
<td>RFP requirements and functionality</td>
</tr>
</tbody>
</table>
2. Create Scope Definitions

Scope:
• Introduce a Prepay Metering Service based on functionality of our CIS vendor’s new prepay software and disconnect meters from a selected vendor that supports chosen communication technology.

Current Issues:
• In the past, we have offered a Prepay Metering Service which was well received by our customers but is no longer supported by the vendor. New technologies make this service viable again.

What’s required before this can happen:
• PUC must approve the use of a monthly service charge for those customers that opt into the Prepay or other advanced metering services.

Risks:
1. PUC does not approve the service fees.
2. Prepay software does not meet schedule or functional expectations.
3. Communications signal strengths are not sufficient in the locations where members desire the service.

Key Actions/Milestones:
1. Assign a project manager for the Prepay Metering Service project; prepare for PUC approval process.
2. Gain approval from PUC for the service fees.
3. Update Utility Policy for Prepay Metering Service
4. Assess CIS prepay status and functionality.
5. Evaluate prepay meter vendors / product offerings.
6. Negotiate with preferred prepay and public communications vendors and order products.
7. Implement and test trial system (e.g., 10 – 20 meters) in selected location(s).
8. Expand service offering.

Timing:
• PUC approval process and assessment of CIS software functionality should begin immediately. Evaluation and selection of preferred prepay meter provider can begin in parallel. The length and content of the PUC approval process is not known at this time. Prepay meter vendor selection and contract negotiations will require approximately 3 months. A trial system could be available 3 months later dependent upon CIS software availability.
2. Scope Definitions (Continued)

Description:
- The future prepay system is likely to use an AMI system based on wireless communications technologies which allow meters to be located in most of the Utility’s service area. CIS Vendor has introduced a new prepay application for its product line which will serve as the platform for automatically managing the accounting function and initiating the disconnect / reconnect processes.

Issues to address:
- Software integration between the AMI providers and CIS Vendor has not been completed. Most of the definitions for what the integration should include have been made; however, clarification of the full list of exchanges should be clarified. This includes items such as device status, inventory records, meter reading/flags, etc.
<table>
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<td>1. <strong>Prepay Metering</strong></td>
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<td>Approvals</td>
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<td>Evaluate and select: Prepay vendors</td>
<td>Production/lead times for test</td>
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<td>2. <strong>Instrument Rated Metering Installations</strong></td>
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<td>Approvals</td>
<td>Approvals</td>
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<td>Evaluate C&amp;I meter providers. Define meter specifications and programs</td>
<td>Production/lead times for C&amp;I meters</td>
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<td>Evaluate/assess member requirements for value added metering</td>
<td>Lead time for Web Portal Implementation. Meters ordered for trial deployment.</td>
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<td>4. <strong>Operational Metering</strong></td>
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<td>Determine meter programs and locations for Operations Meters</td>
<td>Production/lead times for meters</td>
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<td>Install and test C&amp;I meters</td>
<td>Verify integration with MDM. System expansion</td>
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<tr>
<td>Test services at select locations</td>
<td>MDM system live</td>
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<tr>
<td>5. <strong>MDM</strong></td>
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<tr>
<td>Develop Utility MDM and web portal requirements.</td>
<td>Release RFP, select preferred vendor, sign contract</td>
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<tr>
<td>MDM and Web Portal Implementation</td>
<td>MDM and Web Portal expansion and improvements</td>
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**Progress Checkpoints on high-risk tasks**

**3. Create High Level Implementation Roadmap**

*March 12–14, 2012, Manchester Grand Hyatt, San Diego, CA, USA*
Creating and Releasing the RFP

1. Development of Draft RFP
2. RFP Review and Feedback
3. Finalize RFP documents
4. RFP Documents available
5. Vendors develop bid responses
6. Receive bids from Vendors
7. Identification of likely participants
4. Define & Create the RFP Documents

1. Introduction
   1.1 Description of Required AMI Applications
   1.2 Utility’s Existing IT Infrastructure
   1.3 Utility’s IT Policies and Standards
   1.4 Utility’s Electric System
   1.5 Existing Metering at Utility

2. Utility’s Required AMI Applications and Controls
   2.1 Prepay Metering
   2.2 Instrument Transformer Rated Metering Application
   2.3 Meters for Improved System Operations
   2.4 Value Added Customer Service & TOU Meters
   2.5 Direct Load Control for Residential Applications
   2.6 Overall Scope of Supply
   2.7 Security and System Administration

3. RFP Goal

4. Instructions to Respondents
   4.1 General
   4.2 Questions and Clarifications
   4.3 Proposal Rejection

5. Proposal Requirements
   5.1 Technical Responses
   5.2 Pricing Information
   5.3 Delivery and Implementation Schedule
   5.4 Table of Compliance
   5.5 Response to the Questionnaire
   5.6 Professional Services and Staffing
4. Define & Create the RFP Documents (Continued)

Sample List of Exhibits and Required Legal Documents

8.1 Exhibit A – Specification for AMI functionality
8.2 Exhibit B – Specification for ODM
8.3 Exhibit C – Specification for LC
8.4 Exhibit D – Specification for VVC
8.5 Exhibit E – Questionnaire
8.6 Exhibit E-1 – Cyber-Security Checklist
8.7 Exhibit F – Table of Compliance
8.8 Exhibit G – Price/Proposal Requirements
8.9 Exhibit H – Non-Disclosure Agreement for receiving proprietary Utility data
8.10 Exhibit I – Certification for Debarment, EEO and Lobbying
8.11 Exhibit J – Sample Contract/Master Agreement
8.12 Exhibit K – Sample System Acceptance Test Plan
5. Sample Timeline of RFP Events

<table>
<thead>
<tr>
<th>Activity/Event</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Distribution of RFP to respondents</td>
<td>January 13, 2012</td>
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<tr>
<td>Questions due from respondents</td>
<td>February 3, 2012</td>
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<tr>
<td>Responses to questions released</td>
<td>February 10, 2012</td>
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<td>Proposals due from respondents</td>
<td>February 24, 2012</td>
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<tr>
<td>Selection of shortlisted respondents</td>
<td>March 9, 2012</td>
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<td>Final Evaluation complete</td>
<td>March 23, 2012</td>
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<tr>
<td>Contract signature/Board ratification</td>
<td>June 13, 2012</td>
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Questions

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