

Project Consultants would like to thank you for allowing us to introduce ourselves to you. We hope that you will find our unique capabilities valuable towards helping you implement the long-term Strategy and Roadmap for your company.

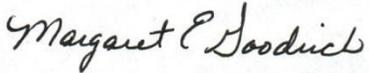
The attached documents will provide an introduction to the services offered by Project Consultants as well as a rate sheet that will provide additional information about the various costs for our services.

In our offer, I will be taking the role of the principal consultant; however, we will also engage other subject matter experts (SMEs) to assist in the development and full implementation of the integrated solution required to meet your specific project needs. The Bio for me and several of the SMEs that are part of our team are attached to this document as well.

If you have any further questions or comments please don't hesitate to contact me at your convenience. I hope that we will have the opportunity to work together in the near future.

Sincerely,

PROJECT CONSULTANTS, LLC



Margaret E Goodrich
President

Unique Capabilities of Project Consultants, LLC

Project Consultants has a broad depth of experience in assisting utilities companies procure and implement operational systems in both transmission and distribution. Our mission is to provide consulting to our utility clients and work to make them successful in all areas of their operations.

Project Consultants has been involved in numerous projects helping our clients since 2003. We have worked with end users and management to achieve the stated goals. Below are a few examples of projects for which we have helped our clients.

American Electric Power Network Model Management (now known as T-NEXUS) Project

After working with EPRI on a collaboration, AEP decided to contract with EPRI, Project Consultants, LLC and Britton Consultants, LLC to procure and implement a Network Model Management (NMM) Project. The initial work included the development of the NMM requirements specification and a presentation to upper management to obtain approval for the project. Once approved, we continued to work with AEP to develop the RFP and provide consulting services to assist in the selection of the ultimate NMM vendor.

After selection, Project Consultants has provided all the integration services to deploy the software including working as the AEP liaison with the vendor to design and deploy the system. In addition, Project Consultants is providing all the integration support to implement the final T-NEXUS solution and ensure the interfaces and standards are properly implemented for a smooth system deployment.

Electric Power Research Institute – Various Projects

EPRI began an initiative to work on several NMM collaborations and they came to Project Consultants since we were the only vendor to have completed an enterprise integration program using the central model repository approach. Ms. Goodrich along with some of her team is under contract with EPRI to complete a study for Ameren as well as other utilities such as First Energy. These initiatives all include the development of customized NMM requirements for the individual entity and then follow-on work to develop the RFI/RFP and assist with the selection and implementation of the systems.

In addition, Project Consultants is working with EPRI on various projects including:

- To develop and implement a full certification and interoperability testing program for the CIM standards.
- To develop messaging standards for Maintenance and Construction, Outage Management, and Asset Management systems. These standards are generated, tested and submitted to the utility standards bodies for publication and implementation in the field.
- To develop EA training materials for both Student and Teacher and provide training.

ERCOT Nodal Integration Project

When Texas decided to implement a new Nodal system for the Wholesale Electricity Market, they decided to use the CIM as the corner-stone of the integration framework. Ms. Goodrich, via Project Consultants, was contracted to work with the ERCOT Network Model Group to design and develop the new Nodal Model and to implement a Network Model Manager that would provide the foundation for the integration and exchange of data between 13 different systems. This required the definition of all

the model extensions and the development of model and message profiles for the 13 systems. This resulted in 300 new classes and 1000 new attributes to the CIM model and provided a major contribution to the maturity of the CIM. At the present time, 95% of all extensions have now been accepted and added to the CIM standard. The work provided by Ms. Goodrich included:

1. Working with the procurement team to secure a vendor to provide the Network Model Manager System (NMMS).
2. Working with the ERCOT business units and the network model group to define the CIM extensions.
3. Implement the modeling to include the extensions into the ERCOT semantic model (ETX CIM).
4. Develop a methodology to complete items 1-3 above
5. Provide all training in the CIM, the profile definition, and the use of the NMMS. This training was provided to all ERCOT personnel in the various departments as well as the ERCOT market participants including personnel from Oncor, CenterPoint and AEP Corpus. This training was provided many times and each was tailored based on the needs of the audience.

American Electric Power gridSMART® Project

AEP embarked on a major multi-year plan to transform their existing operations using a structured and disciplined approach based on the CIM and the IEC 61968-100 architecture. Phase 1 began in 2010 and involved developing and testing a true retail market that provided retail consumers the means by which they could use real-time pricing to help manager their energy use. The gridSMART project required a level of integration between AEP's existing business systems, new smart grid systems for AMI, and the consumer systems that would not be feasible to implement using traditional SOA methods involving ESB message transformations or point-to-point web service application integration methods.

The scope of the multi-year project encompasses the entire enterprise including:

- Metering Systems – Advanced Metering Infrastructure (AMI)
- Meter Data Management System (MDM)
- Customer Information & Billing System (CIS)
- Outage Management System (OMS)
- Demand Response/Real Time Pricing System
- Work Management System

AEP began with a good understanding of the CIM and a set of use cases based on the work of the IEC committees and the Open Smart Grid Users Group (OSGug). Ms. Goodrich began working with AEP in 2010 to help them finish the modeling and design for CIM compliance. A presentation on their gridSMART project can be found on the CIM Users Group web site for the [Milan 2010 meeting](#).

Ms. Goodrich worked with AEP to meet their aggressive project schedules. She first worked with AEP to help them understand the CIM with training programs and workshops that resulted in substantial progress in the modeling, use case and message definition process. AEP has since remained engaged over the course of 3 years as the interfaces and interoperability testing for each system were further defined. Use cases and model extensions that were identified during the project were taken into the

standards committees by Ms. Goodrich and have been used to make significant improvements in the standards based on real-world experiences.

Procurement Consultant for an EMS for COES-SINAC

Under contract with COES, Ms. Goodrich provided full consultancy for the procurement and delivery of an EMS. This included development of the RFP (with assistance from the COES team), selection criteria and scoring development, as well as providing consulting throughout the delivery to ensure the EMS procurement and delivery went smoothly and came in on time and budget.

The procurement services included the selection and delivery of an EMS that would integrate with the COES based SCADA system. The first thing that had to be completed was an integration strategy for the EMS to the existing SCADA. This strategy was developed by Ms. Goodrich and added to the RFP for the procurement. Then Ms. Goodrich worked with COES to identify the vendors that would be invited to bid. After the bids were received, Ms. Goodrich provided a comparative analysis report for the selection committee and work with them to make the final selection. After award, Ms. Goodrich continued to work with the vendor to ensure the EMS was delivered on schedule and within budget and that all integration activities were completed as designed.