



SMART GRID ECONOMICS

Making the Business Case for Smart Network
Technology
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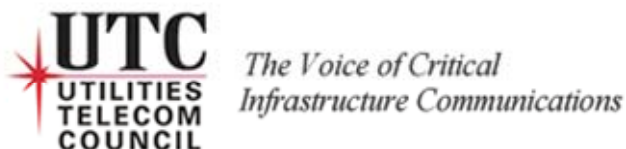
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Founded in 1948, The Utilities Telecom Council (UTC) has evolved into a global organization representing the broad communications interests of electric, gas, and water utilities; natural gas pipelines; and other Critical Infrastructure Information (CII) entities, as well as their technology vendors and partners. UTC's mission is to create a favorable business, regulatory, and technical environment for utilities through a variety of advocacy, regulatory, technological, informational, and educational programs. UTC invites you to explore their web site at www.utc.org.

UTC provides critical infrastructure industries with:

Conferences and Events – UTC events include an annual May Conference attended by approximately 1500 CII telecom professionals and related stakeholders; regional conferences across the US; and annual European UTC (EUTC) and UTC Canada conferences. UTC events provide unparalleled networking opportunities and information sessions for CII Telecom professionals to discuss and learn about a variety of topics including technology implementations, best practices, and critical legal and regulatory issues.

Advocacy – The UTC in-house legal and legislative staff provides regulatory, legislative, and litigation support geared toward the Telecom and IT departments of critical infrastructure entities. UTC fights for a favorable industry environment for its members, represents the entire industry to important stakeholders including the Federal Communications Commission, other regulatory agencies, and Congress.

Wireless Engineering Services – UTC has a department solely focused on radio system management and growth, providing Federal Communications Commission (FCC) application services, frequency coordination, and Radio Frequency (RF) engineering, among other services.

Research, Information and Consulting – UTC's research team, along with a network of proven industry consultants, produce valuable reports, research, and consulting to help industry leaders make critical decisions.

Education and Training – UTC strives to provide educational opportunities, including targeted "webinars," that provide CII telecom and IT professionals with the skills they need to maintain and improve CII communications systems.

Business Venture Support – UTC provides significant support for utilities branching out into areas such as competitive telecommunications ventures (UTelcos), as well as both internal and competitive Broadband over Power Line services.



The Shpigler Group offers consulting services to the energy industry. Their targeted experience allows The Shpigler Group to provide an array of divergent strategic plans, ranging from basic research and design to complex business case analysis. Some of the services offered include:

- Conducting feasibility studies for network implementations or launches
- Performing benchmarking studies to support performance enhancement
- Analyzing and reporting on financial operations detailing areas for improvement
- Conducting technical research relating to projects or solutions designed
- Performing management and operational audits
- Developing strategic assessments for clients considering how to modify their operations
- Implementing go-to-market strategies for new product lines
- Developing comprehensive and fact-based business plans
- Integrating new business lines into existing operations
- Developing complete network designs and performing economic analysis of chosen models
- Calculating economic development opportunities for community-backed ventures
- Developing strategic and operating financial models
- Evaluating opportunities in entering new markets
- Performing competitive analyses, including “game theory” analysis
- Developing partnership and joint venture plans
- Developing operating plans

For more information, please visit www.shpigler.com.



Silicon Valley Power, the City of Santa Clara's electric utility, is a not-for-profit, customer-owned organization dedicated to providing residents and businesses with clean, reliable power at stable prices. And by doing so, SVP is helping to ensure that Santa Clara remains one of the best places in the Bay Area to live and do business. Now and in the future, Silicon Valley Power truly is Santa Clara's Hometown Advantage.

Silicon Valley Power (SVP), as the Electric Department of the City of Santa Clara, has been serving the community for more than 100 years. Silicon Valley Power developed a 30-mile dark fiber backbone communication network because it is the most efficient and dependable way to link the electrical substations that serve the community. The network's enormous capacity exceeds the City's needs, and SVP is now leasing the speed and reliability of fiber optic infrastructure to business customers in the area.

Silicon Valley Power's fiber route provides telecommunication service providers, intermediaries, and end users with the opportunity to access the following:

- Business and residential sectors throughout the city of Santa Clara
- Gateways to the proximity of local exchange data centers central offices
- Gateways to large-scale industries beyond the city limits through interconnection
- Long distance network points of presence (POPs)

Redline Communications

Redline Communications is the leading supplier of the world's most advanced, performance-driven, scalable, and reliable fixed and mobile wireless broadband access and backhaul solutions. Redline's industry leadership and technology innovation are driven by strong management and development professionals with an unwavering commitment to achieving the highest standards of excellence in quality, service and support. This world-class team of managers and developers has extensive experience in the design and production of carrier-class wireless access and backhaul solutions.

Harris

Harris is an international communications and information technology company serving government and commercial markets worldwide. Headquartered in Melbourne, Florida, the company has approximately \$5 billion of annual revenue and 15,000 employees — including nearly 7,000 engineers and scientists. Harris is dedicated to developing best-in-class *assured communications*® products, systems, and services. Harris Information Technology Services is a leading provider of IT and communications services to defense, intelligence, homeland security, and civil customers. With 3,000 professionals operating at locations worldwide, the business supports large-scale, mission-critical networks with technical expertise and unparalleled customer commitment through the full technology lifecycle, including network design, deployment, operations, and ongoing support.

Lockard & White

Lockard & White, Inc., a telecommunications and information technology engineering firm, has been an industry leader since 1984 and continues to expand its presence in the marketplace. Headquartered in Houston, Texas with projects and experiences worldwide, L&W constantly seeks new opportunities within the telecommunications field to provide the quality engineering services our clients have come to expect. At Lockard & White, you will find a group of telecommunications professionals that are dedicated to improving your company's telecommunications networks. Lockard & White is a firm that prides itself in "thinking out of the box." With over 650 total years of industry experience, our engineers have "done it all before", yet we look at each project as an opportunity to set new goals, find new solutions, and reach new levels of customer satisfaction.

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