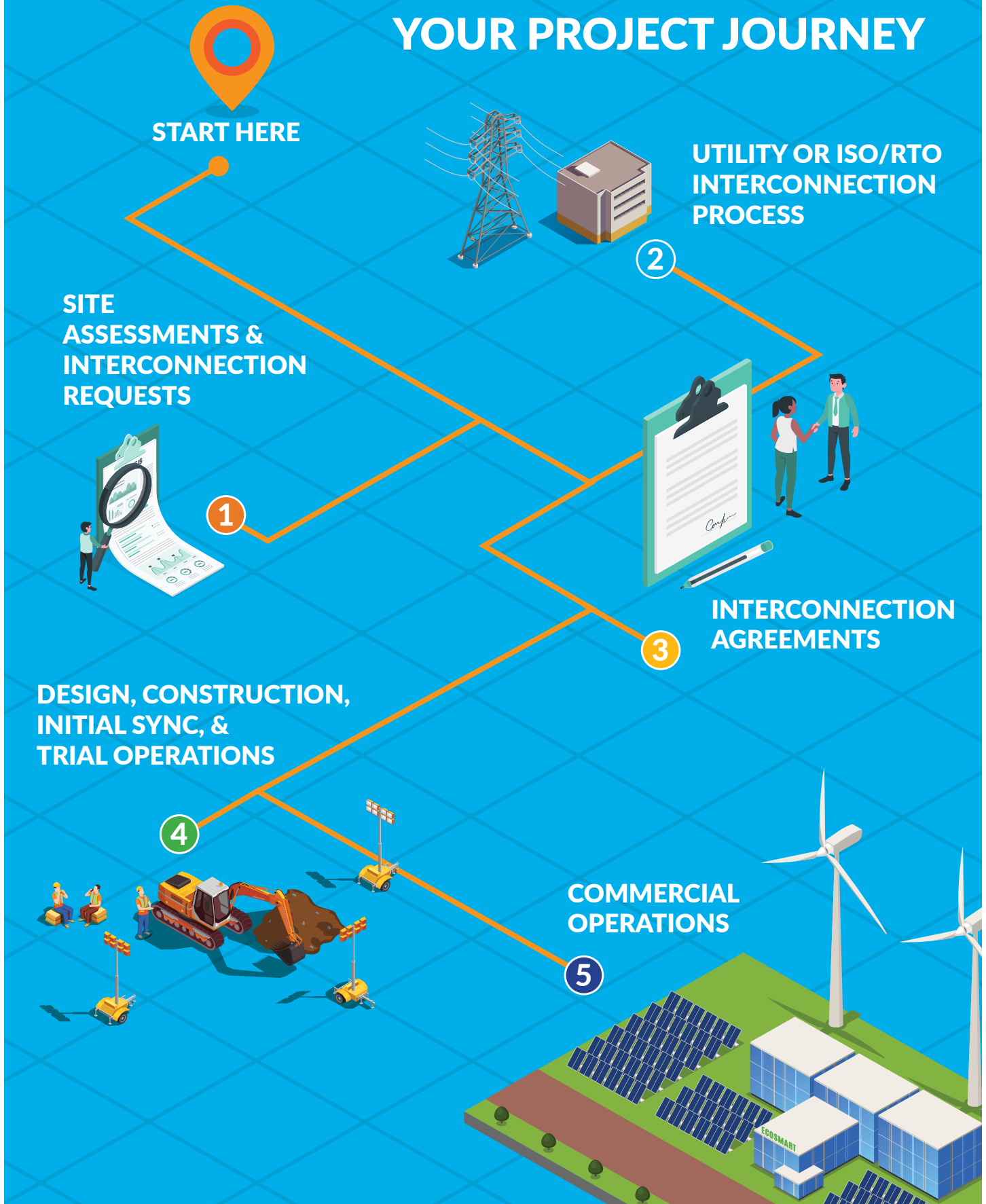


YOUR PROJECT JOURNEY



We have witnessed the uncertainty our clients feel when navigating rapidly changing regulations, security, grid dynamics, interconnection processes, and technology within the power industry. In order to thrive in this ever-evolving industry, organizations need a robust team with diverse skillsets and knowledge in areas such as engineering, interconnection, compliance, cybersecurity, and operations. Our team brings extensive expertise from decades of experience within small and large utilities, system operators, independent power producers, and technology providers. Leveraging this experience, we provide our clients with simple solutions that address the root causes of your most complex and technical challenges.

PROJECT LIFECYCLE STAGE	SOLUTIONS & SERVICES		
1 SITE ASSESSMENTS & INTERCONNECTION REQUESTS	Engineering & Interconnection <ul style="list-style-type: none"> • Power Flow Analyses & System Impact Studies • Site Assessments: Injection Studies & Fatal Flaw Analyses • Transmission Capacity Assessments • Utility or RTO/ISO Interconnection Requests • Preliminary Design & Cost Estimation • Generator Deliverability & Resource Adequacy Assessments • Electricity Markets Consulting & Advisory 		
2 UTILITY OR ISO/RTO INTERCONNECTION PROCESS	Engineering & Interconnection <ul style="list-style-type: none"> • ISP Technical & Strategic Advisory • Utility & ISO/RTO Meetings Support & Advisory • Interconnection Cost Estimation • Interconnection Queue Management • Material Modification Assessments (MMA) Process 		
3 INTERCONNECTION AGREEMENTS	Engineering & Interconnection <ul style="list-style-type: none"> • GIA Support and Advisory • GIA Milestone Tracking & Compliance Management • PPA Advisory & Negotiation Support 	GridSecurity <ul style="list-style-type: none"> • EPC & O&M Service Provider Agreements Negotiations & SOW Advisory • Cyber Supply Chain Risk Assessments & Vendor Contract Language Advisory 	Reliability & Compliance <ul style="list-style-type: none"> • Interpret, Understand, & Plan for GIA & Regulatory Compliance Requirements • O&M Service Provider Contract Language Advisory for NERC Compliance
4 DESIGN, CONSTRUCTION, INITIAL SYNC, & TRIAL OPERATIONS	Grid Integration <ul style="list-style-type: none"> • New Resource Implementation (NRI) Process Management • CAISO Access & Identity Management, including RIMS • GIA Milestone Tracking & Compliance Management • Resource Metering & Telemetry Technical Advisory • Settlement Quality Meter Data (SQMD) Plan Development & Implementation • Generator Model Updates • Meter & RIG Programming & Install • Meter Maintenance, Replacement, or Reprogramming 	<ul style="list-style-type: none"> • RIG Replacements, Updates, & Reconfiguration • CAISO Certified Meter Inspector GridSecurity <ul style="list-style-type: none"> • Cyber Security Compliance Requirements & Plan Development • SCADA Network Architecture & Design • IT/OT Device Procurement & Configuration (e.g. SCADA Servers) • Cyber Vulnerability Assessments (CVA) 	Reliability & Compliance <ul style="list-style-type: none"> • Develop & Implement NERC Generator Owner (GO) Compliance Programs (CIP & 693) • Develop & Implement NERC Generator Operator (GOP) Compliance Programs (CIP & 693) • Develop & Implement ISO & PUC Compliance Programs • Perform engineering & technical analysis of the generator & interconnection facilities to meet GO compliance requirements (e.g., FAC, MOD, & PRC Standards)
5 COMMERCIAL OPERATIONS	Grid Integration <ul style="list-style-type: none"> • Electricity Markets Consulting & Advisory • Material Modification Assessments (MMA) for Technology Changes or Storage Retrofits • Meter & RIG Maintenance and Replacements 	GridSecurity <ul style="list-style-type: none"> • Managed Network Operations & Security Services (MSS) • Cyber Vulnerability Assessments (CVA) • Incident Response & Remediation Services • Network Engineering & System Upgrade Services 	Reliability & Compliance <ul style="list-style-type: none"> • GO & GOP Managed Compliance Services (MCS) • Generator Testing & Model Validation (MOD) • CAISO Transmission Planning Process (TPP) BPM Generator Data Request