



scottmadden

MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®



ScottMadden's Ecosystem Approach to Fleet Electrification

ScottMadden's Energy Practice



May 2021

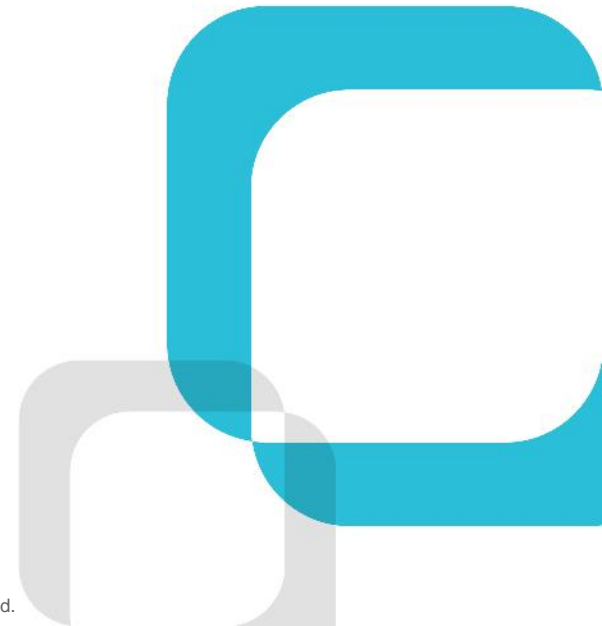


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We Consult in Two Main Areas



Energy

Our industry-leading clients trust us with their most important challenges. They know that we have seen and solved a similar problem. ScottMadden has worked in every business unit and every department for companies across the energy utility ecosystem.

Corporate & Shared Services

Our Corporate & Shared Services practice helps clients assess and improve corporate functions, including communications, environmental, finance and accounting, fleet, governmental and regulatory affairs, health and safety, human resources, information technology, legal, security, supply chain, and others. We provide guidance in a variety of industries from energy to healthcare to higher education to retail.

Energy Is Who We Are

ScottMadden is a management consulting firm with more than 35 years of deep, hands-on experience. We deliver a broad array of consulting services—from strategic planning through implementation—across the energy utility ecosystem.

Our energy practice covers the following areas:



GENERATION



**RATES &
REGULATION**



**TRANSMISSION &
DISTRIBUTION**



**ENERGY
MARKETS**



GRID EDGE



**ENERGY
CORPORATE
SERVICES**

About ScottMadden

Who We Are

We believe that client success is the best measure of our own success.

We listen carefully to our clients' challenges, concerns, and goals so we can personalize our work and focus on the things most important to their success.

We don't solve problems with canned methodologies—we help our clients solve the right problem in the right way.

We do what we say we are going to do with genuine passion, tenacity, and integrity throughout the entire process.

.....
WE DO
WHAT IT TAKES
TO GET IT DONE
RIGHT
.....

ScottMadden is a management consulting firm with more than 35 years of deep, hands-on experience.



Our Values

Our success is the direct result of our people. The work of ScottMadden's employees is guided by these values:



We will be **accountable to our clients and each other** and operate in a manner that conveys a **genuine focus on service** founded on **mutual respect and trust**.



We will place the **long-term good of our clients** above our own interest and conduct our business **ethically with humility, empathy, and fairness**.



We will **exceed our clients' expectations**, we will do what we say we will do, and we will do it extraordinarily well.



We will each be **stewards of ScottMadden's reputation**, and we will preserve and enhance it.



We will maintain a **challenging, diverse, and inclusive work environment** centered on client success while **promoting collegiality, creativity, responsibility, and an overall esprit de corps**.



We are personally invested in every project we take on.

Why Fleets Matter

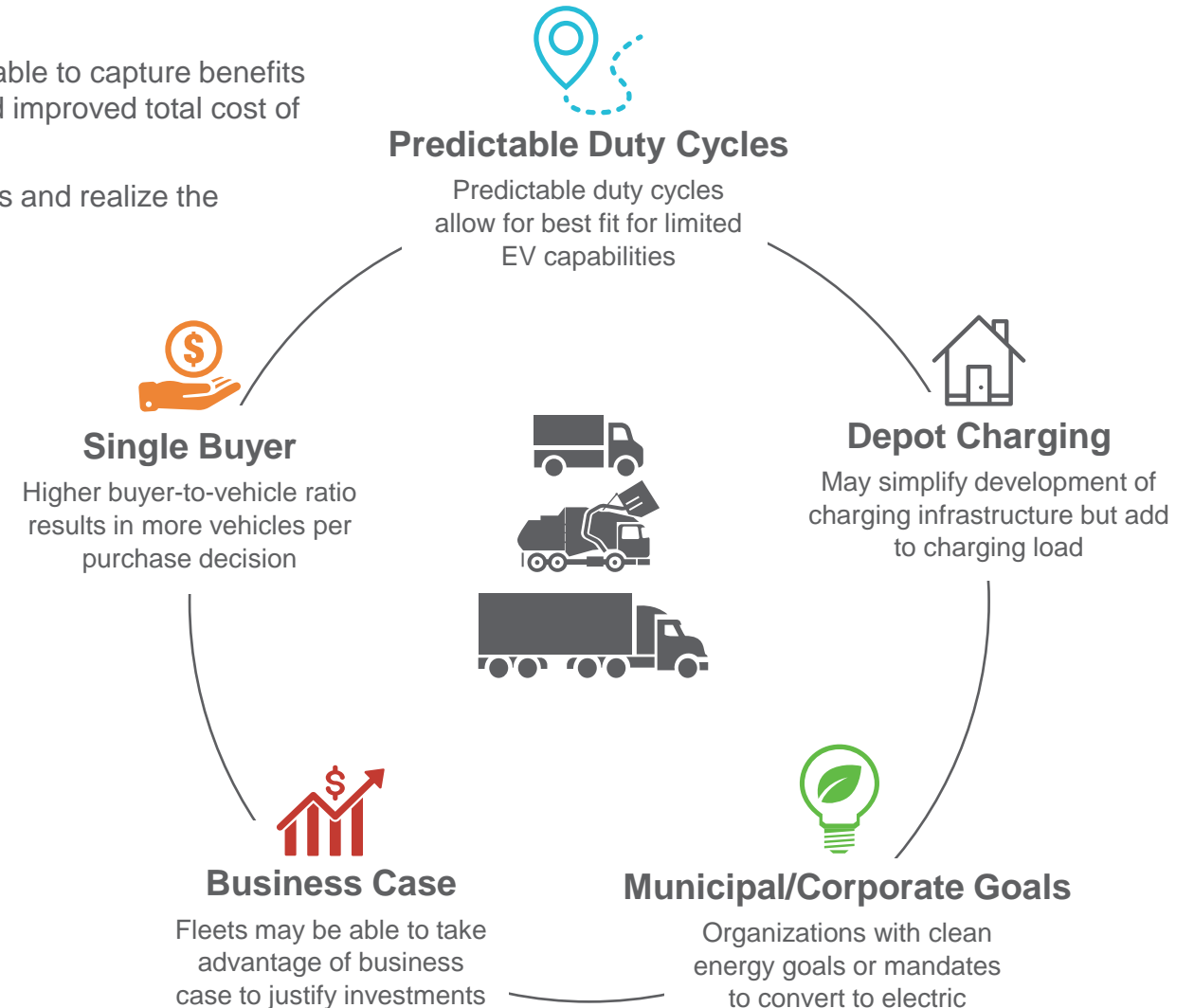
Electrification of commercial fleet vehicles has the potential to present both the greatest challenges and the greatest opportunities for utilities

- Fleets will be challenged to change the way they operate, but they may be able to capture benefits of electric vehicles (EVs) such as improved uptime, lower maintenance, and improved total cost of operations (TCO)
- Utilities will need to work closely with fleet operators to overcome challenges and realize the opportunities presented by commercial fleet electrification

Transportation 101: Duty Cycle

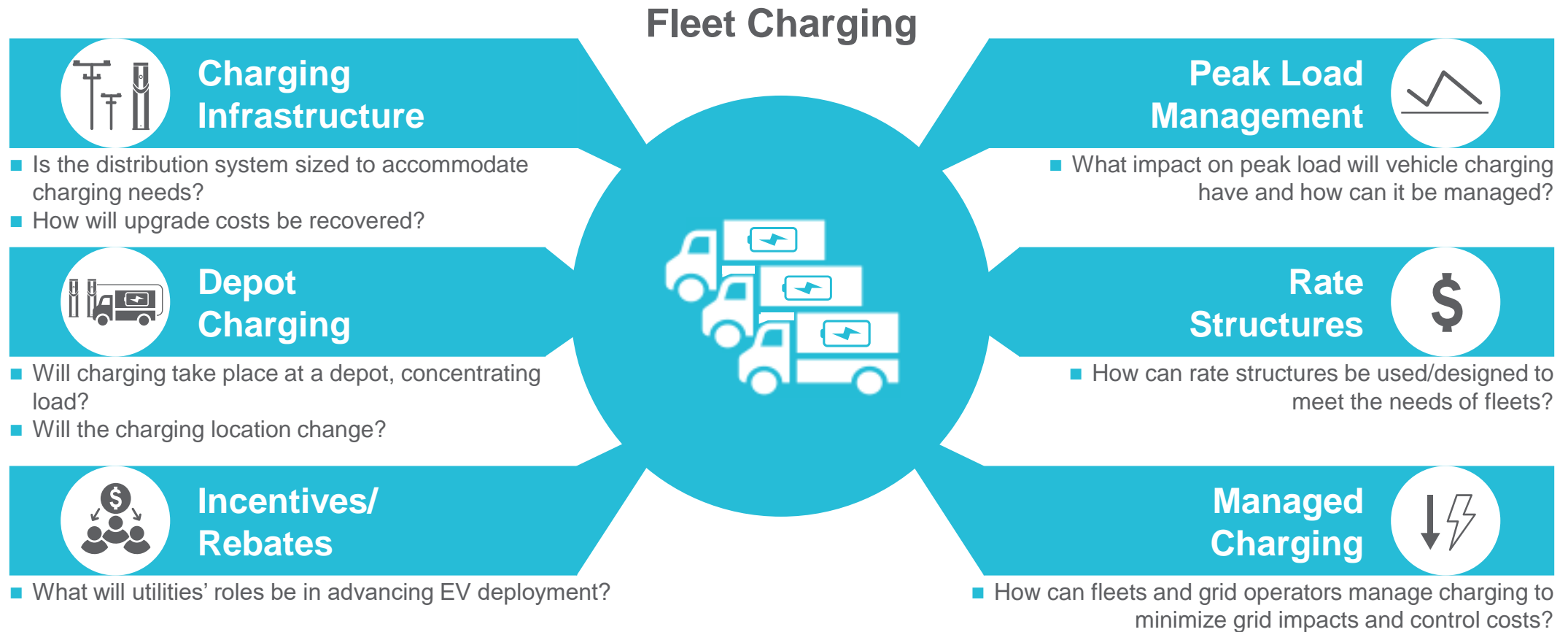
Duty cycle refers to the operational cycle of a vehicle in the performance of a job. Typical factors include:

- Route length (miles)
- Route duration (hours)
- Number of stops
- Days per week
- Average speed
- Variable or fixed route

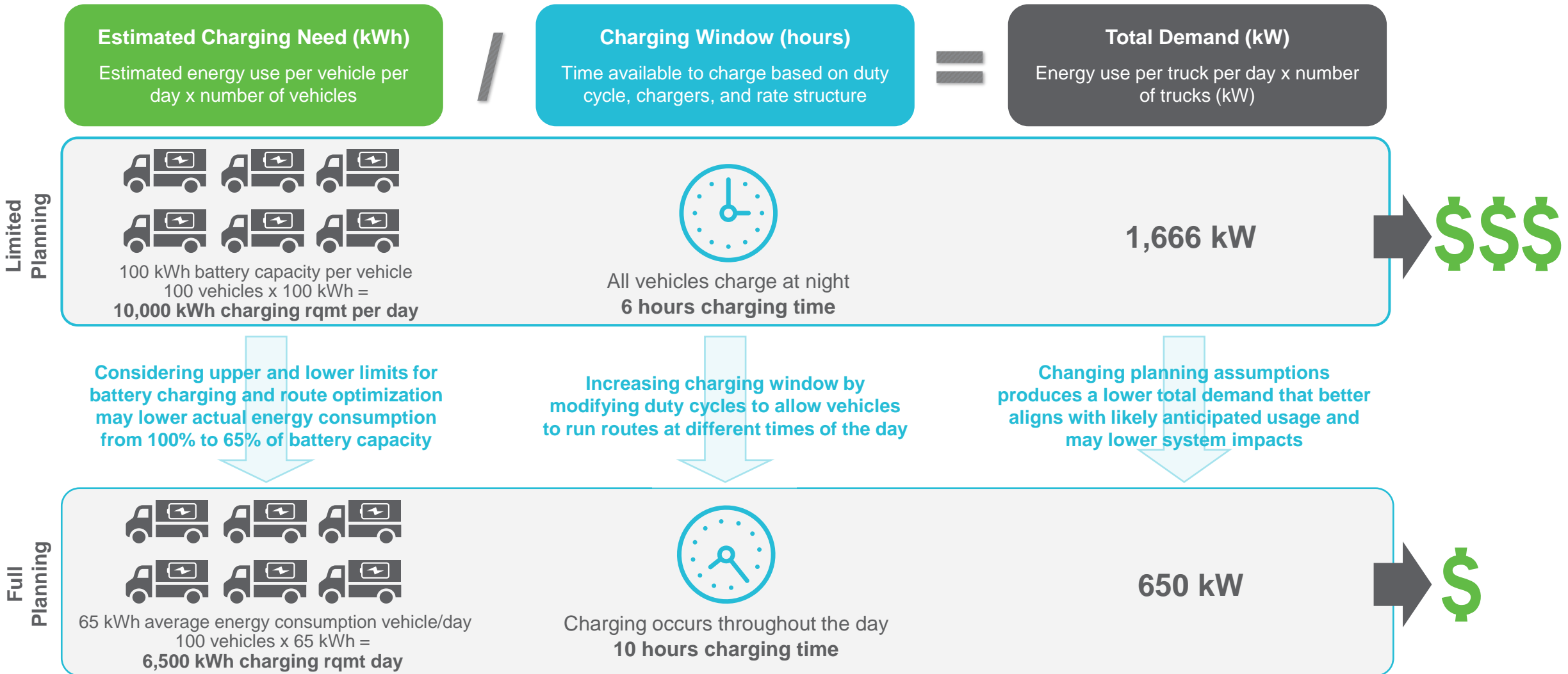


EV Fleets Will Significantly Impact Utilities

Fleets of EVs will have a large impact on utilities and the electric system regardless of whether utilities actively support transportation electrification.

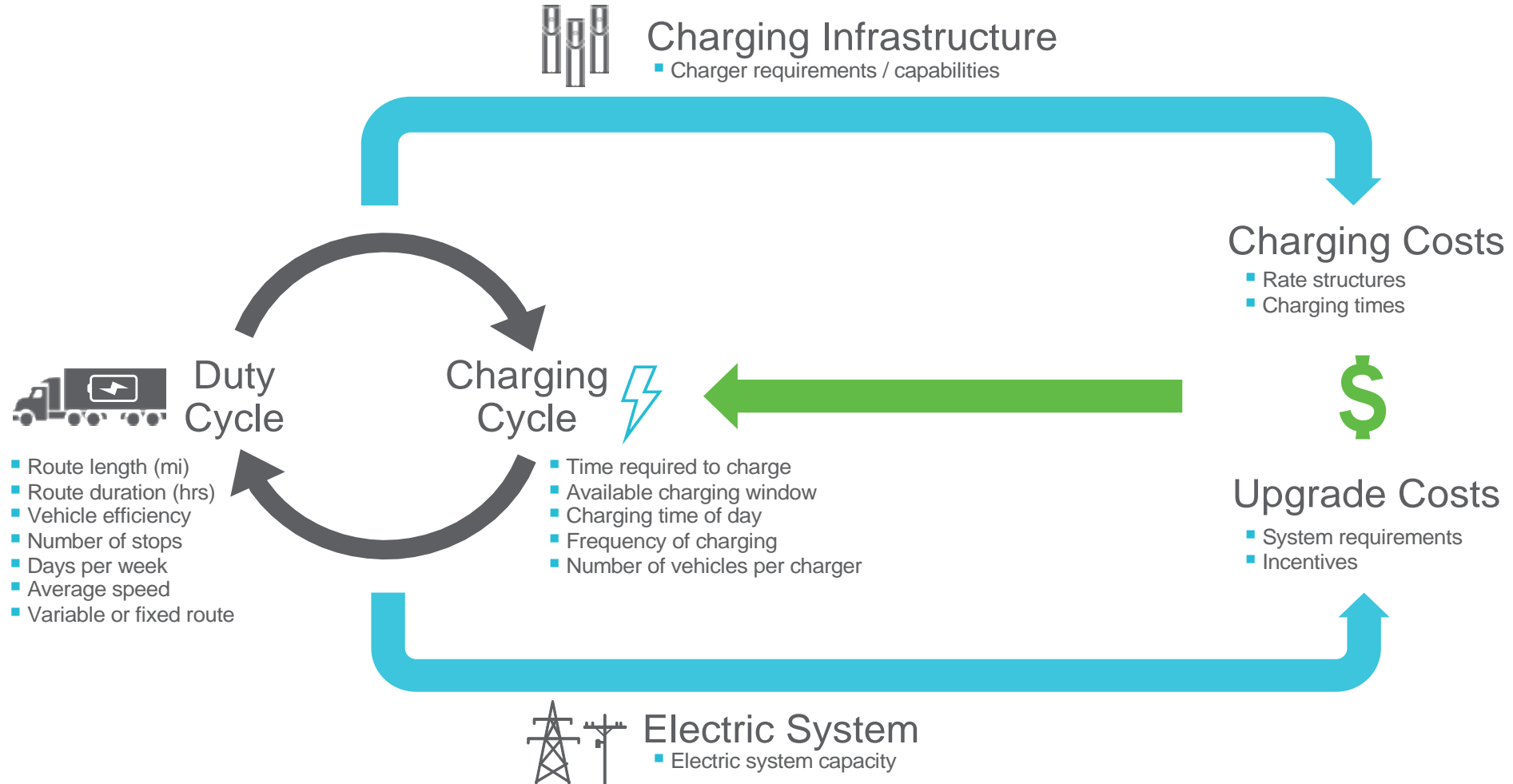


Without Planning Charging Demand May be Significant



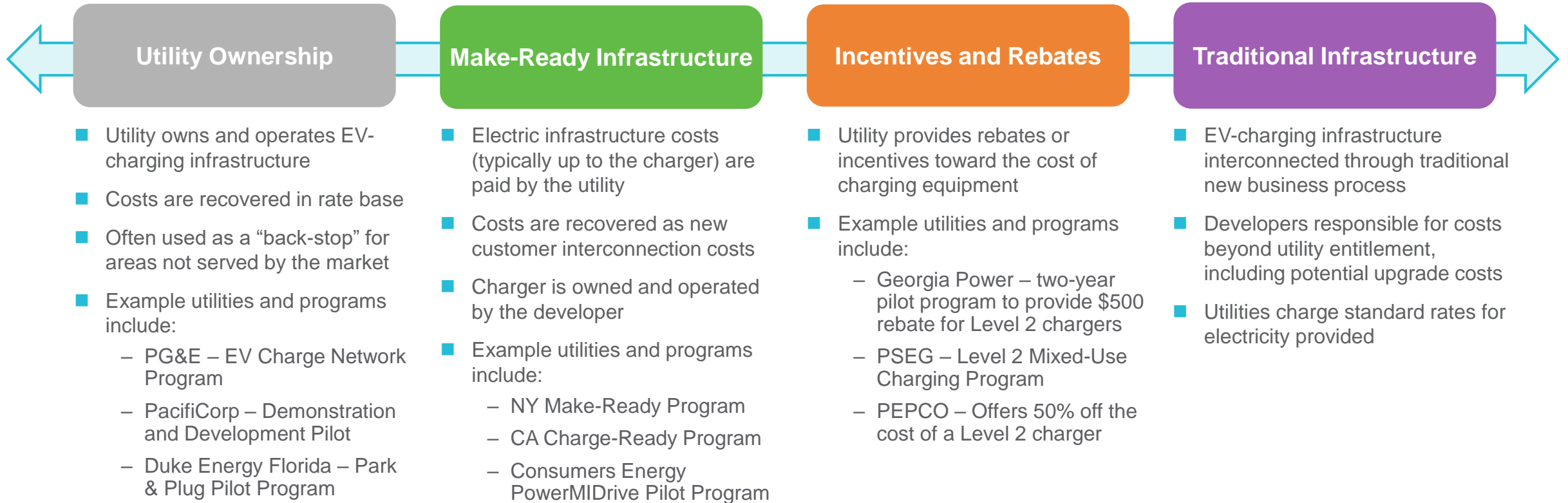
Vehicle Operating Cycles Drive Utility and Fleet Costs

Unlike traditional loads, fleet operating decisions determine the size of both initial capital investments and ongoing charging expenses, creating an opportunity for utilities to work with fleets to minimize costs.



Who Pays? Charging Infrastructure Approaches

A spectrum of regulatory approaches to EV-charging infrastructure has emerged that differs in how infrastructure is incentivized and how costs are treated.



Fleet charging may require one or multiple approaches depending on regulatory initiatives and approaches.

Working with Fleets to Manage Costs




Costs to customers, fleets, and utilities can be managed by optimizing charging cycles and infrastructure.

Charging Optimization Factors, Opportunities, and Tools

Duty and Charging Cycle	Charger Right-Sizing	TCO Modeling
<ul style="list-style-type: none">■ Work with fleets to modify duty cycles to utilize lower cost times of charging■ Sequence vehicle charging to avoid peak demand■ Help customers understand variables that impact vehicle charging, such as:<ul style="list-style-type: none">— Number of EVs— Number of chargers— EV battery specifications— Type(s) of chargers— Grid infrastructure and impacts— Local ordinances	<ul style="list-style-type: none">■ Flexible duty cycles and other factors may create opportunities to size charging infrastructure to find the optimal balance between infrastructure costs, physical space, and charging capabilities■ Factors impacting charging infrastructure decisions may include:<ul style="list-style-type: none">— Charging window— Number of charging plugs per unit— Physical space of charging locations and depots— On-route charging options	<ul style="list-style-type: none">■ Support modeling total cost of ownership by providing rate analysis and charging optimization guidance to fleets■ Consider development of tools to support fleets' modeling of charging costs■ Models should include the ability to:<ul style="list-style-type: none">— Model scenarios involving charging times of day— Model stacking of charging— Lengthening/shortening charging windows— Difference of charger power levels— Vehicle battery sizes (demand)

Fleet Electrification Requires an Ecosystem Approach

Successfully building out the infrastructure needed to electrify fleets will require fleets, charger manufacturers, and utilities to collaboratively build the charging ecosystem.

	Design	Build	Operate
 Electric Utilities	<ul style="list-style-type: none"> Design the electric delivery system to meet electric truck charging needs (loads) 	<ul style="list-style-type: none"> Build and plan the electric delivery system to meet peak/EV load 	<ul style="list-style-type: none"> Operate and maintain the electric delivery system to ensure reliable, cost-effective service
 Fleet Owners/Operators	<ul style="list-style-type: none"> Determine requirements needed to perform the desired work 	<ul style="list-style-type: none"> Develop routes/duty cycles to optimize vehicle ability to perform job requirements 	<ul style="list-style-type: none"> Operate electric trucks to meet route/duty cycle needs Maintain trucks in a safe and efficient condition Dispose of vehicles at end of useful life
 Charger Manufacturers/Developers	<ul style="list-style-type: none"> Design chargers to meet operational needs of vehicles and charging requirements 	<ul style="list-style-type: none"> Build, sell, and install EV chargers 	<ul style="list-style-type: none"> Operate and maintain EV chargers to meet electric truck charging demands

Fleet Engagement Is Critical to Electrification

Engaging with fleet operators early is critical to understanding and informing their electrification plans. Engagement opportunities include:

Site Feasibility Analysis

- The goal of the site feasibility analysis is to assess the ability of the distribution system at the customer's location to accommodate the charging load
- Site feasibility analysis is based on the maximum power draw of the electrified fleet under consideration to determine if the local distribution system can accommodate the increased load
- The ability to accommodate the load, or load serving capacity, will determine whether distribution system upgrades are needed and the likely cost
- The feasibility analysis should take into account all planned work on the distribution system that would have an impact on the system's ability to serve the load



Fleet Engagement

- The purpose of outreach is to:
 - Increase engagement with fleets and increase awareness of fleet electrification opportunities
 - Identify fleets within the utility's service territory
 - Develop an outreach and marketing plan to increase fleet awareness

Rate Analysis

- The objective of the rate analysis is to educate fleets on the costs fleets may incur and how to implement best practices to manage costs
- The outcome of the rate analysis will depend on several factors, including:
 - Service class and tariff
 - Charging time and pattern
 - Co-location of commercial EVs
 - Vehicle duty cycle
 - Number of vehicles
 - Vehicle and trip efficiency
 - Battery size
 - Number of chargers and charger types

Now Is the Time for Fleets and Utilities to Engage

The rapid pace of fleet electrification is being driven by model availability and major fleet electrification commitments

EV model availability is increasing rapidly

- 50+ medium- and heavy-duty EVs currently available
- Light-duty vehicles are forecast to more than 80 models by 2022
- Sales of ICE vehicles banned in CA and NJ beginning in 2035
- Medium- and heavy-duty ZEV MOU calls for 100% of sales by 2050



Major fleets have made electrification commitments

- U.S. federal government – 645,000 vehicles (no time specified)
- Amazon – 100,000 electric vans by 2030 (10,000 by 2022)
- FedEx Express – 100% of delivery vehicles by 2030
- New York City – 100% electric fleet by 2040
- Republic Services – 2,500 electric refuse trucks by 2030

- Infrastructure lead times demand early action
 - Power requirements for electric fleets can be significant, resulting in long lead times for facility and infrastructure build-out
 - Fleets require utility guidance to optimize charging and lower demand
 - Lead times for major upgrades should be communicated to fleets early in the process
- Unless charging cycles are optimized, capacity needs risk being over-estimated
 - A fleet's ability to estimate charging needs is nascent, leading to potential over-estimating of capacity needs
 - Over-estimating capacity needs will drive up infrastructure costs and deployment timelines for fleets
 - High costs and long lead times may drive interest in behind-the-meter distributed energy resource solutions, minimizing the opportunity for utilities
 - Higher costs may lead fleets to delay electrification plans thus delaying attainment of state and corporate clean energy goals

Key Takeaways

- The transition to EVs in certain applications is imminent
 - Public pressure, clean energy goals, and government policies are driving interest in fleet electrification
 - Federal, state, and municipal governments are using their own fleets to advance EV deployment
 - EV model availability is increasing rapidly by make, model, and type
- There is a compelling business case for fleets to transition to EVs
 - Less frequently scheduled and preventative maintenance will result in increased vehicle uptime
 - Maintenance costs are estimated to be approximately 32% lower than diesel
 - Quieter vehicles may allow for around-the-clock operations in urban environments
- The transition from diesel to electric will require changes to the way fleets are operated
 - EV characteristics differ from diesel and may change how fleets plan routes and complete existing duty cycles
 - Because electricity costs differ depending on time of day and the quantity of electricity needed, fleets will need to be operated with charging costs in mind
 - Shorter, fixed routes provide greater flexibility on charging infrastructure requirements and route/shift planning
- Utilities need to begin planning now for the significant infrastructure that will need to be in place to support EV fleet charging
 - Without planning, operational cost savings could be offset by high infrastructure costs
 - Duty cycles will determine charging needs which will drive costs which, in turn, may influence duty cycle/charging patterns
 - Utilities have an opportunity to partner with fleets to manage upfront and ongoing costs

How We Can Help

ScottMadden has broad experience throughout the EV industry, working across a variety of clients and project types. As federal and state clean energy goals have proliferated, we have helped organizations plan for, and meet, their clean transportation goals.

ScottMadden has capabilities in the following areas:

Clean Transportation

- EV-Charging Infrastructure
- Make-Ready Infrastructure Program Development
- Interconnection/New Service Connection for EVs
- Customer Outreach and Education
- Charging Strategy and Scenario Planning
- Fleet Assessment Service Design and Implementation
- EV-Charging Business Models
- Utility Rate and Incentives Analysis
- Total Cost of Ownership Modeling

General Services

- Strategy and Business Planning
- Market Assessment
- Benchmarking
- Performance Management
- Project Management
- Process Improvement
- Technology Selection and Optimization
- Data Analytics

ScottMadden has a first-hand perspective of the needs of utilities, fleets, and charging infrastructure providers and the incentives and programs available to them as they transition to a cleaner, electric future.

EV and Charging Infrastructure Experience

EV Transformation Initiative

ScottMadden supported a multi-state federal utility in the development and implementation of its EV transformation initiative. The initiative's goals included: (i) creating a foundational charging network throughout the service territory, (b) garnering support for utility EV policies, (c) engaging automakers in partnerships to bring more EVs to the service territory, and (d) executing a consumer-focused effort to educate/promote EVs. ScottMadden's role included project management, stakeholder management and outreach to ensure alignment across internal organizations, and EV program design.

Fleet Assessment Service Framework

ScottMadden is supporting a New York investor-owned utility by developing a fleet assessment framework for use in assessing the technical feasibility, load impact, and rate impact of electrification initiatives for fleets in its service territory. The framework included the development of a methodology for identifying potential fleet electrification customers and an approach for identifying required data needed from fleets to assess potential load, determining charging cycle impacts, and developing strategies for managing interconnection and charging costs.

Make-Ready Infrastructure Program Development

ScottMadden supported the planning, development, and early implementation of the make-ready program for a major northeastern utility. The effort consisted of regulatory filing support for the Make-Ready Program and the development of an executable implementation plan. ScottMadden facilitated the drafting, editing, and management of the filing. The project developed a detailed implementation plan, including the identification of program processes, critical regulatory and stakeholder milestones, activity dependencies, and ownership as well as tools for tracking progress throughout implementation and supporting initial launch activities to ensure early success.

EV-Infrastructure Deployment

ScottMadden assisted a large investor-owned utility organize and stand-up its EV-infrastructure expansion. The team provided comprehensive project management support, including the development and execution of high-level and detailed project plans. ScottMadden also gathered and analyzed vendor information to assist the client in selecting EV-charging infrastructure and network software and developed a go-to market approach for the service that involved strategic partnerships, siting, pricing, and deployment. In addition, ScottMadden assisted the client in developing an education and awareness campaign to support the successful program's rollout.

EV and Charging Infrastructure Experience (Cont'd)

Direct Current Fast-Chargers (DCFC) Charger Incentive Program Implementation

ScottMadden supported a New York utility's implementation of a program to provide charging incentives to developers of DCFCs. The program provided a declining seven-year incentive to DCFC developers to offset the impact of demand charges until EV adoption reached levels needed to make public-charging business models profitable.

Business Plans for Global Manufacturer of Medium- and Heavy-Duty Vehicles

ScottMadden worked with a global manufacturer of medium- and heavy-duty vehicles to identify operational impacts of EVs and develop financial models needed to detail the impact of the shift from diesel to electric for operators and dealers. ScottMadden developed business model templates and assisted with the company's implementation of its long-term electro-mobility business strategy.

Electric Industry Workshop for Global Manufacturer of Medium- and Heavy-Duty Vehicles

ScottMadden provided a two-day workshop outlining the electric sector and transition to EVs for senior executives of a manufacturer of medium- and heavy-duty vehicles. The workshop provided an in-depth examination of the U.S. electric sector and the benefits and challenges associated with growing EV penetrations for a range of stakeholders, including utilities, OEMs, and fleet operators.

Electric Transportation Marketing Business Case

ScottMadden assisted a major southeastern utility in developing a marketing strategy and business case for an EV initiative. The project focused on developing a strategy and business case for utility participation in both EV-charging infrastructure and programs for enhancing overall EV adoption.

EVs Program Development

ScottMadden supported the development of approach and commitment to NJ BPU DOE grant application/program for EV-infrastructure development. Similarly, ScottMadden developed a detailed procedure for the implementation of a filing incentivizing publicly available fast-charging infrastructure in NY. ScottMadden also developed a concept for a major utility's EV program and associated earnings adjustment mechanism.

Our Consulting Approach



At ScottMadden, we work to earn our clients' trust every day by delivering unparalleled consulting services.

CONTENT DEEP

We know energy and have worked in every business unit and every department in companies across the energy utility ecosystem for more than 35 years.

PERSONALIZED

We begin by listening to our clients' situations, challenges, and goals; then we **personalize our work to help them succeed**.

CONTEXTUAL

We don't solve problems with canned methodologies—we help our clients **solve the right problem in the right way**.

COLLABORATIVE

We engage our clients like no other firm does, working side by side to **produce results**.

REAL RESULTS

Our work is practical and can be put into play immediately. We excel at **helping internal stakeholders take ownership** to continue producing results after our work is done.

How We Consult During a Pandemic

At ScottMadden, we work closely with our clients to ensure we build understanding, buy-in, and capability within your organization through every engagement. We remain committed to this approach during the COVID-19 pandemic. We also remain committed to the health and welfare of our clients and our employees.

- We have provided guidance to our consultants based on World Health Organization (WHO) and Centers for Disease Control and Prevention (CDC) recommendations to encourage working remotely, social distancing, and minimizing travel. We also gladly incorporate client preferences and safety protocols
- To support this modified approach, our consulting teams deploy a variety of collaborative tools, are proficient in common client applications, and tailor our approach to meet client preferences and project needs. In situations where, with our clients, we agree on the need for onsite presence, we proceed with proper safety protocols for all parties
- Even before the current pandemic, many of our clients preferred the use of technology as a core part of our consulting approach for more remote project delivery. Additionally, many of our clients are geographically dispersed and are accustomed to virtual meetings and collaboration. During COVID-19, we have further adapted our consulting approach, using technology to provide consulting advice, project management, “hands-on” support, and excellent client service, while minimizing the need for an on-site presence. Examples appear below



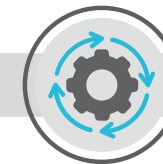
Assess

- Online data collection and surveys
- Interviews via videoconference technologies like Zoom, Microsoft Teams, WebEx, etc.
- Data analytics and visualization
- Remote research capabilities
- Proprietary database of leading practices and benchmarks



Design

- Collaboration via Teams, SharePoint, and other platforms
- Process design via interactive virtual workshops
- Virtual whiteboarding sessions
- Agile development of work products with recurring, concurrent reviews



Implement

- Project management via shared files and common applications
- Daily videoconference updates and calibration meetings
- Change management through video, email, portals, and virtual “lunch-and-learn” sessions
- Virtual office hours

Why ScottMadden?

DEEP EXPERTISE

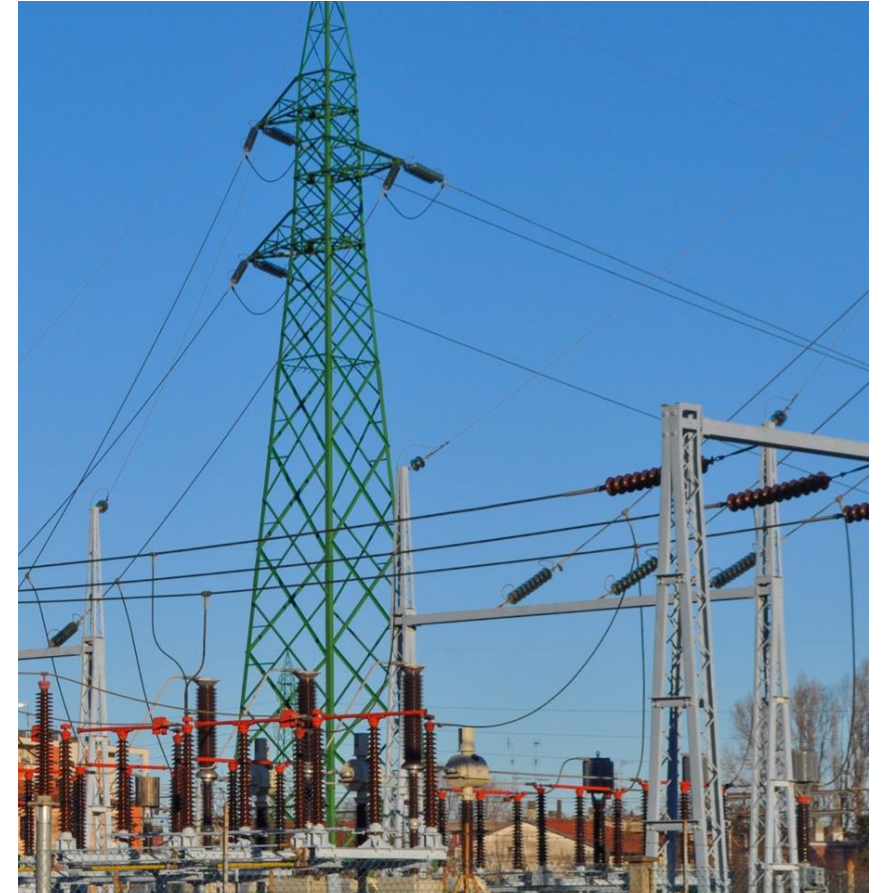
- More than 35 years in the energy industry gives us unmatched experience.
- Most likely we've seen a similar issue or solved a similar problem.

PERSONALIZED APPROACH

- Before we begin any project, we sit down and listen to our clients' needs and challenges.
- We engage with our clients like no other firm does, working side by side to create practical, real results.
- We don't employ canned methodologies or cookie-cutter solutions. We work to solve the right problem in the right way.

PHILOSOPHY

- We are personally invested in every project and measure our success by our clients' success.
- We listen to our clients' needs and put their best interests ahead of our own.
- We work with integrity, tenacity, and a genuine passion for what we do.
- We do what it takes to get it done right.



More than 35 years later, our very first client is still with us today.

Who We Work With: Energy

We work with clients across the energy utility ecosystem, including electric, gas, and water investor-owned utilities, public power entities, RTOs and ISOs, transmission companies, and non-utility organizations. A sample of our clients is shown below.



Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements.

Who We Work With: Corporate and Shared Services

Retail and Consumer Products	Manufacturing and Industrial	Technology and Communications	Higher Ed., Public Sector, and Defense	Energy and Utilities	Healthcare	Professional Services

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements

OUR TEAM



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Done Right.®**



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Appendix

SCOTTMADDEN'S CAPABILITIES



ScottMadden's Capabilities

- Corporate Sustainability
- Transmission
- Grid Edge
- Energy Assessment
- Rates & Regulation
- Corporate and Asset-Based Transactions
- Data Science & Analytics

Corporate Sustainability Capabilities



ScottMadden assists clients with identifying strategies that provide a competitive advantage while improving sustainability objectives and ensuring the seamless integration of sustainability into overall organizational strategy and business planning. We help our clients identify and implement various sustainability strategies related to environmental, social, and governance (ESG) issues to inform decision making and meet corporate goals and stakeholder expectations related to sustainability.

- **ESG and Corporate Responsibility Reporting**

As investors and other stakeholders place increasing emphasis on ESG metrics, organizations of all sizes are expected to disclose and manage their ESG-related risks. We have experience with SASB, GRI, and EEl reporting, and we can help you tell your sustainability story to investors, customers, and other key stakeholders.

- **Materiality Assessments and Stakeholder Engagement**

To ensure that corporate strategy includes and meets the needs of stakeholders, organizations often leverage materiality assessments to help them engage with key stakeholders and inform their sustainability focus areas, goals, and initiatives. ScottMadden can help your organization engage internal and external stakeholders through surveys and interviews to identify material ESG issues, whether you are at the beginning of or years into your sustainability journey.

- **Carbon Accounting and Neutrality**

Organizations that proactively reduce or mitigate their carbon emissions may be better prepared for the changing business landscape. At ScottMadden, we understand carbon markets, carbon reporting, and issues associated with climate adaptation. We can help you understand your full-emissions profile, carbon-related business risks, and mitigation strategies.

Corporate Sustainability Capabilities (Cont'd)



- **Utility and Organizational Renewables Strategy**

As demand for renewable energy and corporate-driven power purchase agreements increases, ScottMadden is well-poised to utilize our deep energy industry knowledge, and we can help you develop your renewables procurement strategy to meet decarbonization goals.

- **Integrated Resource Planning and Decarbonization Strategy**

As utilities look to meet their decarbonization goals, determining how to incorporate decarbonization strategies (e.g., energy efficiency programs, renewables, battery storage, and other new technologies) into long-range planning will be key to meeting clean energy goals. ScottMadden has vast experience assisting utility clients of all sizes, and we can help your organization evaluate the strategic implications of portfolio changes, including financial and rate analysis.

- **Benchmarking**

Our clients report against multiple ESG-reporting frameworks and often find that sustainability benchmarking is difficult due to the lack of standardization in the industry. Our benchmarking methods can help your organization assess performance, identify gaps, and target high-potential areas to improve overall ESG performance.

Transmission Capabilities



ScottMadden assists clients through the entire value chain—from business process to organizational design—to reflect the functionality of the utility of the future.

- Organizational design and implementation
- Business process redesign and results improvement
- Transmission organizational design and Order 1000 strategy
- Capital project process improvement
- Operations assessment and improvement
- Performance benchmarking
- Data analytics on system performance

Grid Edge Capabilities



ScottMadden assists clients through the entire value chain—from business process to organizational design—to reflect the functionality of the utility of the future.

- Strategy development and business planning
- Operating models and staffing alignment
- Business process redesign and results improvement
- Stakeholder engagement and management
- Customer-focused operations and growth initiative
- Regulatory strategy development and rate case management
- Integrated resource planning and supply integration
- Performance benchmarking
- Merger and acquisition integration
- Emerging technologies and markets
- Energy efficiency and demand response feasibility assessment
- Smart Grid/end-use infrastructure planning, system design, and IT integration
- Transmission organizational design and Order 1000 strategy
- Smart meter and sensor analytics

Energy Assessment Capabilities



ScottMadden equips our clients with data-driven analysis of market trends and future scenarios, including evaluations of regional demand for electricity and natural gas, energy pricing and basis implications, and potential benefits to various market segments associated with new or repositioned energy infrastructure. Specific services include:

- Demand forecasting (gas and electric)
- Market entry/exit studies
- Competitive position/SWOT analysis
- Resource/natural gas supply planning and procurement
 - Regional energy infrastructure analysis
 - Pipeline open season evaluation
 - Energy-procurement planning and decision documentation
 - Pre-audit regulatory support
 - Prudence reviews and supporting testimony
- Asset management agreement assessment
- Distribution utility, pipeline operations, and energy infrastructure review
- Least-cost integrated planning
- Energy risk management

Rates & Regulation Capabilities



ScottMadden can support the development of your regulatory strategy, prepare your filing, and manage your rate case process. We provide expert testimony on a wide range of issues and can help with regulatory policy, best practices, regulatory process improvement, and preparation for compliance audits. Our experts serve a variety of clients, including investor-owned electric, gas, and water utilities, along with municipal and cooperative utilities.

ScottMadden has provided expert testimony on various rate case filing requirements, including:

- Rate design
 - Reclassification of customer rates
 - Demand rates
 - Time-of-use rates
- Revenue requirements
- Cost of capital and capital structure
- Cost-of-service studies
- Cash-working capital/lead-lag studies
- Corporate cost allocations

Collectively, our consultants have appeared as expert witnesses on more than 600 occasions before regulatory commissions in 43 states, FERC, and several Canadian provinces.

Corporate and Asset-Based Transaction Capabilities



ScottMadden assists our clients with data-driven economic and financial advisory services. Our team has helped structure, negotiate, and finalize transactions ranging in size from \$10 million to more than \$1 billion.

- Sell-side transaction management
 - Physical asset sales
 - Contractual entitlements
- Synergy estimation
 - Operating savings
 - Supply and transportation agreement optimization
 - Financial benefits
- Regulatory due diligence
 - Ring-fencing and other transaction conditions
 - Tariff review and rate design
 - Savings sharing mechanisms
 - Merger approval standards
- Valuation support
 - Valuation model review
 - Rate design and revenues
 - Synergy estimation
 - Fair-value rate base estimates
- Testimony in support of transactions
 - Transaction process
 - Synergies estimates and measurement
 - Stranded cost quantification and recovery
 - Earnings sharing mechanisms
 - Standards of review

Data Science & Analytics Capabilities



ScottMadden leverages the latest data science techniques and available cloud solutions to deliver data transformation, data visualization, and statistical modeling to help unlock the value in our clients' data assets.

- Data transformation and compilation

- Structure data for analysis
- Combine disparate data sets, such as:
 - Weather
 - Asset characteristics
 - Breaker operations
 - Smart meters

- Analysis

- Hypothesis testing
- Diagnostic analytics

- Visualization

- Dashboarding
- Web apps
- Automated reporting

- Modeling

- Statistical modeling
- Simulations
- Forecasting
- Predictive analytics

- Intelligent automation

- Robotic process automation
- Process redesign