

EUCI Presents:

UIC2008: 5TH ANNUAL UTILITY INTEGRATION CONFERENCE

INTEGRATING THE SMART GRID

September 16 -17, 2008 • Pointe Hilton Tapatio Cliffs Resort • Phoenix, Arizona

Produced by:



Utility Integration Solutions, Inc.

PRE-CONFERENCE WORKSHOP

**Transforming Utility Performance through
Business Process Management (BPM)**

SEPTEMBER 15, 2008

SHARE EXPERIENCES OF INDUSTRY LEADERS

Arizona Public Service

BC Hydro

**BC Transmission
Corporation**

California ISO

CenterPoint Energy

Duke Energy

Great River Energy

ISO New England

**Long Island Power
Authority**

Midwest ISO

**Minnesota Valley
Electric Cooperative**

New York ISO

PJM

San Diego Gas & Electric

Transpower

**Western Area Power
Administration**

Xcel Energy

TRANSFORMING UTILITY PERFORMANCE



Dear Colleague,

Utility Integration Conference (UIC) is focused on business improvement solutions for utilities and ISOs that harness the power of integration. These are people-process-technology solutions that result in total business integration by bridging organizational silos, streamlining end-to-end business processes, and connecting IT applications.

Credible case studies suggest that such business integration can result in increased customer satisfaction, reliability, productivity, agility, and compliance. UIC provides a forum for sharing experiences of industry leaders who have begun integrating their business.

UIC promotes excellence in the utility industry by challenging you with the following questions about the maturity of your business processes. Are they...

- Consistent and repeatable?
- Instrumented to easily monitor, measure, and manage?
- Easy and efficient to learn and execute?
- Easy to change, improve, and optimize?

Today, not many utilities can say YES to most of these questions. We can do better.

UIC2004, UIC2005, UIC2006, and UIC2007 showcased pioneering work of leading utilities who have applied business integration to improve processes such as outage restoration, asset management, maintenance management, work management, automated meter reading, demand response, and customer service.

UIC2008 will present a wealth of additional case studies from leading utilities and ISOs. The major focus will be **Integrating the Smart Grid**. We will learn how leaders are addressing issues such as integration of Smart Metering, Smart Pricing, Distributed Resources, and Distributed Intelligence.

The pre-conference training workshop will provide the requisite background and share best practices for implementing business integration at utilities.

I want to acknowledge the critical role that the UIC2008 Advisory Board members have played in shaping this year's conference. I am grateful to them for their invaluable contributions.

I invite you to join our quest for improved performance of utilities. I look forward to meeting you in Phoenix at UIC2008.

Ali Vojdani, Ph.D.
Conference Chair
CEO, UISOL

CONFERENCE TARGET AUDIENCE

The subjects covered in this conference are of broad interest to all those involved with improving Key Performance Indicators of companies in the utility industry. You will benefit from attending this conference if you are from an electric or gas utility or an independent system operator (ISO) with responsibilities or involvement in the items mentioned below:

UTILITY & ISO OPERATIONS

- Business Transformation
- Business Process Improvement
- Business Process Modeling
- Process Redesign
- Performance Measurement and Management
- Compliance Management

UTILITY IT INFRASTRUCTURE

- Enterprise Application Integration (EAI)
- B2B Integration
- Business Process Management/Workflow
- Business Intelligence
- Enterprise Data Management
- Implementation of Utility Industry Standards such as Common Information Model (CIM) and MultiSpeak

This conference will also be of interest to companies and consultants that assist the utility industry in implementing integration solutions.

UIC2008 ADVISORY BOARD

| CATEGORY | LAST NAME | FIRST NAME | TITLE | COMPANY |
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| | Brooks | Richard | Principal Systems Architect | ISO New England |
| | Johnson | Walter | Principal for Technology Strategies | California ISO |
| | Jones | Jim | Chief Information Officer | Great River Energy |
| | O'Brien | Tom | General Manager, Advanced Control Center Program | PJM Interconnection |
| | Schinski | Jim | Chief Information Officer | Midwest ISO |
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| | Kram | Jason | Vice President | Power Costs, Inc. |

UIC2008: 5TH ANNUAL UTILITY INTEGRATION CONFERENCE INTEGRATING THE SMART GRID

September 16 -17, 2008

5TH ANNUAL UTILITY INTEGRATION CONFERENCE (UIC2008)* AT A GLANCE

| TIME | MONDAY 9/15 | DAY 1, TUESDAY 9/16/08 | DAY 2, WEDNESDAY 9/17/08 | |
|----------------|--|---|---|--|
| 7:30 AM | REGISTRATION & CONTINENTAL BREAKFAST | | | |
| 8:00AM-12:00PM | Transforming Utility Performance through Business Process Management (BPM) | Chair Address: Integrating the Smart Grid <i>Ali Vojdani, UISOL</i> | Technology Roundtable: Integration Platforms – Latest Innovations and Utility Industry Experience • <i>Jim Schinski, Midwest ISO</i> • <i>Mohammad Ketabchi, Savvion</i> • <i>Brian Adams,TIBCO</i> • <i>Enrique Villalobos, SDG&E</i> | |
| | | | SMART METERING TRACK | ISO TRACK |
| | | Case Study: The APS Transformer Oil Analysis Network (TOAN) Project <i>Don Lamontagne, Christine Dicken</i> <i>Arizona Public Service</i> | Case Study: Duke Smart Metering Project <i>Mark Wyatt, Duke Energy</i> | Case Study: PJM Advanced Control Center – Integration Challenges and Considerations <i>Tom O’Brien, PJM</i> |
| | | Case Study: Business Event Processing for Agile Business Response <i>Paul MacKay, IBM</i> <i>Richard Brooks, ISO New England</i> | Case Study: An Update on the Advanced Metering Infrastructure at SDG&E <i>Enrique Villalobos, San Diego Gas & Electric</i> | Case Study: Enterprise Strategic Architecture and the Technology End Game at a Large ISO <i>Ken Fell, New York ISO</i> |
| | | Case Study: Getting Ready to Participate in the New California ISO Market <i>David Tucker, Western Area Power Administration, DOE</i> | Case Study: Lessons Learned from CenterPoint Energy’s Pilot Advanced Meter System (AMS) and Future Goals <i>Bob Frazier, Houston Electric</i> <i>CenterPoint Energy</i> | Case Study: Forward Capacity Market System Design Overview Presentation <i>Dick Brooks, ISO New England</i> |
| | | Case Study: Demand Side Response Workflow Automation to Reduce Barriers to Entry and Improve Productivity <i>Pete Langbein, PJM</i> | Case Study: Meter Data Management – Cooperative’s Perspective <i>Ryan Hentges, Minnesota Valley Electric Cooperative</i> <i>Jim Jones, Great River Energy</i> | Case Study: Data Management at the Midwest ISO: How “It’s just a few reports” became a Business Intelligence Journey <i>Paul Guckenberger, Midwest ISO</i> |
| | | Case Study: Enabling Real-Time T&D Performance Management <i>Predrag Vujovic, Long Island Power Authority</i> | Case Study: CNP and eMeter in SAP’s Integration of AMI Design / Development and Testing (LightHouse) Endeavor <i>Bob Frazier, Houston Electric</i> <i>CenterPoint Energy</i> | Case Study: Experience with SOA-Based Integration in the California ISO MRTU Implementation <i>Walt Johnson, California ISO</i> |
| | | 12:00-1:15PM | GROUP LUNCHEON | GROUP LUNCHEON |
| 1:15-6:00PM | | Panel Session: Turning Data from Integrated Systems into Business Intelligence • <i>Brian Adams, TIBCO</i> • <i>Chris King, eMeter</i> • <i>Guerry Waters, Oracle</i> • <i>Jason Kram, PCI</i> • <i>Omid Razavi, KXEN</i> | Standards Roundtable: Are the Interoperability Standards Keeping up with the Needs and the Changes in the Utility Industry? • <i>Alain Steven, CIGRE</i> • <i>Dave Becker, EPRI</i> • <i>Gary McNaughton, MultiSpeak</i> • <i>Scott Neumann, IEC</i> | |
| | | Case Study: Bringing the Distribution Network into the Information Age <i>Kathy Perry, Arizona Public Service</i> | Case Study: Xcel Energy's Utility Innovations Program & SmartGridCity™ Initiative <i>Sandy K. Simon, Xcel Energy</i> | |
| | | Case Study: Portfolio Rationalization and Enterprise Architecture at BC Hydro – A TOGAF Application <i>Vidya Vankalaya, BC Hydro</i> | Case Study: Experiences from Implementation of a Market Management System <i>Doug Goodwin, Transpower</i> | |
| | | Presentation: Survey of Smart Grid Initiatives – An International Overview <i>Alain Steven, Very Large Power Grid Operators (VLPGO)</i> | Case Study: Moving BCTC from Business Unit to Enterprise Focused IT <i>Lucas Malesku, BC Transmission Corporation</i> | |
| | | Panel Session: Integrating the Demand Response Value Chain Panelists: <i>Chris Hickman, SiteControls</i> <i>Frank Magnotti, Comverge</i> <i>Pete Langbein, PJM</i> | Presentation: ISO/RTO Communication Standards for Demand Response Resources <i>Walter Johnson, California ISO</i> | |
| 6:00-7:00PM | | HOSTED SOCIAL HOUR | ADJOURN AT 5:00 P.M. | |

* Preliminary program & subject to change. Final program will be published in August.

Register Today! Call 303-770-8800 or visit www.euci.com

PRE-CONFERENCE WORKSHOP
TRANSFORMING UTILITY PERFORMANCE THROUGH
BUSINESS PROCESS MANAGEMENT (BPM)

MONDAY SEPTEMBER 15, 2008

Registration and Continental Breakfast:
7:30 - 8:00 a.m.

Workshop Timing: 8:00 a.m. - 5:00 p.m.

Presented by:



Utility Integration Solutions, Inc.

ABOUT THE WORKSHOP

This workshop will show how progressive companies are transforming their performance and compliance by implementing Business Process Management (BPM).

Many utilities have deployed solutions for better managing individual processes such as metering, billing, or customer service. But very few utilities are efficiently managing their end-to-end business processes such as Service Provisioning, Measure-Bill-Collect, or Outage Restoration. These end-to-end processes cut across multiple departments and computer systems and typically are not adequately documented, understood, optimized, or automated. BPM is a discipline employing methods and tools to effectively manage organization activities and processes end to end. It can help companies improve performance and compliance by defining, standardizing, managing, measuring, and continuously improving business processes.

There is significant excitement about BPM potential for improving productivity, visibility, and agility. There are also now many credible case studies supporting the benefits of BPM.

This course presents best practices for implementing BPMs along with real-life examples of their successful implementations by leading utilities and Independent System Operators (ISOs). It shows what BPM is, what it isn't, and what you need to know to make the business case for BPM and successfully implement it in your company.

WORKSHOP INSTRUCTORS

Ali Vojdani is the CEO of UISOL. He has over 27 years of experience in the application of IT in the utility industry as part of his professional career at UISOL, Vitria Technology, Perot Systems, EPRI, PG&E, and McGill University. He has been involved in numerous business integration projects in US, Canada, UK, and Australia. His work on improving resource scheduling at PG&E became the finalist of the 1997 prestigious Frantz Edelman award for the best management science application world-wide. Dr. Vojdani has a Ph.D. in electrical engineering and has authored over 60 technical publications.

Mark Triplett is the Chief Operating Officer at UISOL. He has over 20 years of experience in business operations management in the areas of software development, enterprise application integration, manufacturing, energy consulting, telecommunications network management, and Local Exchange Carrier operations. Mark is actively engaged with UISOL client projects. He has most recently been supporting the Western Area Power Administration's (WAPA) transition to the new California Independent System Operator (CAISO) Market Redesign Technology Upgrade (MRTU).

PRE-CONFERENCE WORKSHOP
TRANSFORMING UTILITY PERFORMANCE THROUGH
BUSINESS PROCESS MANAGEMENT (BPM)

Presented by:



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MONDAY SEPTEMBER 15, 2008

Registration and Continental Breakfast:
7:30 a.m. - 8:00 a.m.

Workshop Timing: 8:00 a.m. -5:00 p.m.

WORKSHOP TOPICS

- Business Drivers for Transforming Performance and Compliance
 - Need for documented, consistent, and repeatable processes
 - Ability to control and manage business processes
 - Ability to measure and improve performance
 - Ability to enforce and demonstrate compliance with rules and regulations
- Three Levels of Performance: Organization, Process, Job/Performer
- Utility Performance Metrics
- Major Utility Computer Applications
- Major Utility Business Processes
- Trouble Shooting, Measuring and Benchmarking Business Processes
- Business Process Management Definition, Terminology, and Useful Reference Material
- Modern Tools for Business Process Management
- Prioritizing the Business Improvement Initiatives
- Three Dimensions of Business Change Solutions: People, Process, Technology
- A Four Step Process for Planning a Process Management & Optimization Project
- Managing the Process Dimension of Change:
 - Optimizing processes redesign through modeling tools that allow rapid prototyping and simulation
 - Defining the process and sub-process metrics
 - Building an electronic process repository
- Managing the Technology Dimension of Change:
 - Managing business processes using a modern BPM tool
 - Building an information bus for effective information distribution
 - Instrumentation of business processes by building performance metrics dashboards
 - Using the IEC Common Information Model (CIM) & NRECA MultiSpeak to build an enterprise information model
- Managing the People Dimension of Change:
 - Enabling change by implementing Kotter's eight stage process
 - Designing and executing an effective communications plan
 - Designing and delivering an effective training plan
 - Realigning jobs and reward systems with organization and process metrics
- Initiating and Executing BPM Projects Using Best Practices
- Real-life Examples of Applying BPM to Improve Utility Business Processes
- BPM in Other Industries
- Critical Success Factors for BPM Implementations
- The Natural Marriage between BPM and Service Oriented Architecture (SOA)
- Governance of Business Processes/Services and IT Services
- Building a BPM Center of Excellence
- Building the Business Case for BPM
- Measuring and Realizing the Benefits of BPM

PROGRAM AGENDA

DAY 1 TUESDAY, SEPTEMBER 16

7:30 - 8:00 a.m. Registration & Continental Breakfast
8:00 a.m. - 6:00 p.m. Day 1 Conference Timing
12:00 - 1:00 p.m. Group Luncheon

CHAIRMAN ADDRESS:
Integrating the Smart Grid

- Integration challenges of Smart Metering, Smart Grids, and Smart Pricing
- The way we are integrating the "smarts" today
- The risks with the current integration approaches
- The need for "Smart Integration"

Ali Vojdani, CEO, UISOL

CASE STUDY

Innovation at APS: The Transformer Oil Analysis Network (TOAN) Project

- Video (5 minutes part of APS's submittal for Edison Award)
- History of the project
- Basis for TOAN algorithms and examples
- Role of Business Process Management (BPM) in the project
- On-going role of BPM in supporting innovation

*Don Lamontagne, Christine Dicken,
Arizona Public Service*

CASE STUDY

Business Event Processing for Agile Business Response

- What is Business Event Processing (BEP)?
- How does BEP help create Business Agility?
- How does BEP relate to BPM and BAM?
- Case study of the use of BEP at ISO New England

*Paul MacKay, Subject Matter Expert Business Event Processing, IBM Corporation
Richard Brooks, Chief Architect, ISO New England*

CASE STUDY

Getting Ready to Participate in the New California ISO Market

- Impact of CAISO MRTU on WAPA
- The significant impact on business processes
- Mapping process workflows for MRTU readiness
- Future plans for automating business processes

David Tucker, Architect, Western Area Power Administration, DOE

CASE STUDY

Demand Side Response Workflow Automation to Reduce Barriers to Entry and Improve Productivity

- Challenges of managing the Demand Response business processes at PJM
- How PJM met these challenges in the past
- Limitation of the traditional approaches
- Need for workflow automation
- Future plans for a flexible demand response management capability

Pete Langbein, Manager, Retail Demand Responses Integration, PJM

CASE STUDY

Enabling Real-Time T&D Performance Management

- Need for data and process integration
- Developing a strategy and roadmap
- Role of OAG and IEC standards

Predrag Vujovic, Director of T&D Planning, Long Island Power Authority

12:00 - 1:00 p.m.
GROUP LUNCHEON

PANEL SESSION:
Turning Data from Integrated Systems into Business Intelligence

- Brian Adams, Energy Industry Lead, TIBCO
- Chris King, Chief Strategy Officer, eMeter
- Guerry Waters, VP of Industry Strategy, Oracle
- Jason Kram, Vice President, PCI
- Omid Razavi, President, North America, KXEN

CASE STUDY

Bringing the Distribution Network into the Information Age

- Business drivers for change
- How we operate today
- How we will operate to handle the influx of data from new devices such as AMI
- The role of APS Center for Process Excellence

Kathy Perry, Business Technology Integrator, Arizona Public Service

PROGRAM AGENDA

DAY 1 (CONTINUED)

CASE STUDY

Portfolio Rationalization and Enterprise Architecture at BC Hydro – A TOGAF Application

- BCH complex and diverse IT environment
- Need for IT portfolio rationalization
- Successful and pragmatic application of TOGAF
- Focus on TCO and business process alignment
- Central role of BPM to align business processes

Vidya Vankalaya, Chief Architect, BC Hydro

Survey of Smart Grid Initiatives--An International Overview

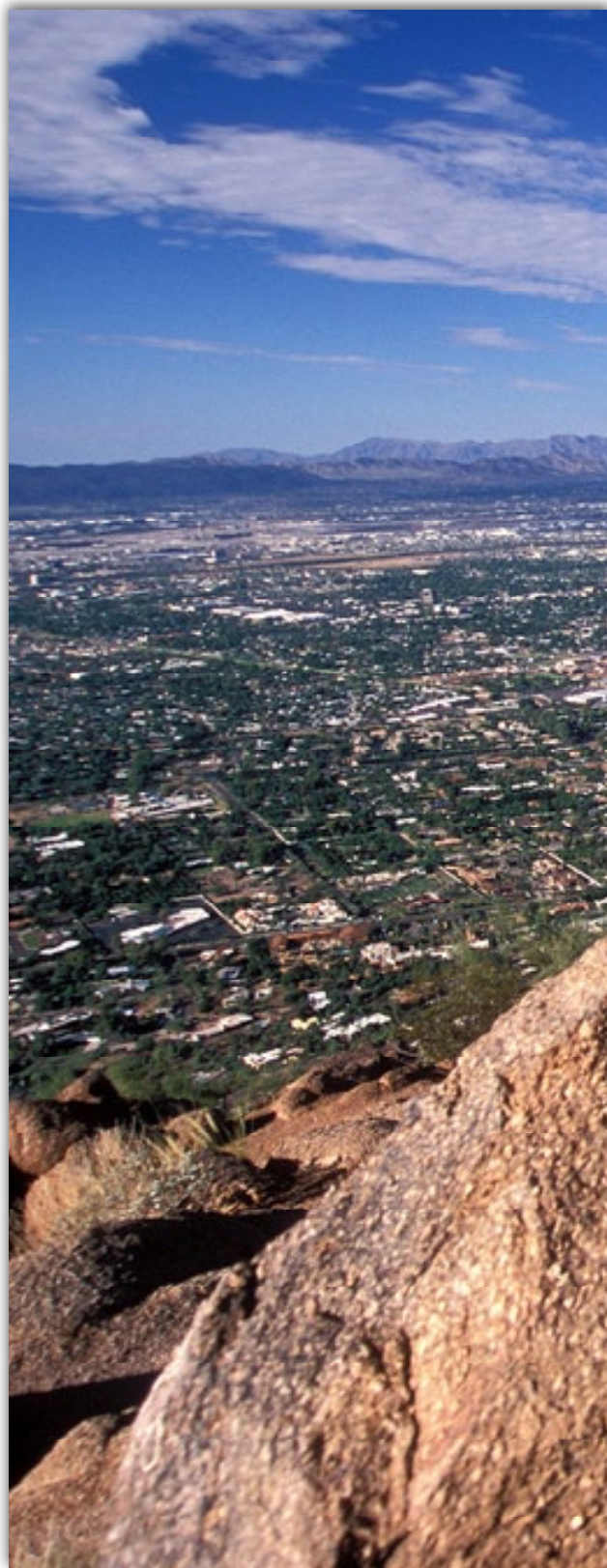
- The VLP GO - An overview
- Smart Grid - What is it anyway?
- Energy Independence and Security Act of 2007
- Synopsis of various North American and international initiatives
- Technology requirements
- Opportunities for standardization

Alain Steven, Secretary, Very Large Power Grid Operators (VLP GO)

PANEL SESSION:

Integrating the Demand Response Value Chain

- Chris Hickman, President, Energy Services, SiteControls
- Frank Magnotti, President & COO, Converge
- Pete Langbein, Manager of Retail DR Integration, PJM



PROGRAM AGENDA

DAY 2 WEDNESDAY, SEPTEMBER 17

7:30 - 8:00 a.m. Continental Breakfast
8:00 a.m. - 5:00 p.m. Day 2 Conference Timing
12:00 - 1:15 p.m. Group Luncheon

TECHNOLOGY ROUNDTABLE:

Integration Platforms – Latest Innovations and Utility Industry Experience

- Jim Schinski, CIO, Midwest ISO
- Mohammad Ketabchi, CEO, Savvion
- Brian Adams, Energy Industry Lead, TIBCO
- Enrique Villalobos, San Diego Gas and Electric

SMART METERING TRACK

CASE STUDY

Duke Smart Metering Project

Mark Wyatt, VP, Operations Applications,
Duke Energy

CASE STUDY

An Update on the Advanced Metering Infrastructure at SDG&E

- 101 Ways to integrate AMI systems
- The shortest distance between point A and point B is through point C
- Security & integration...Can you live without them?

Enrique Villalobos, AMI Architect,
San Diego Gas & Electric

CASE STUDY

Lessons Learned from CenterPoint Energy's Pilot Advanced Meter System (AMS) and Future Goals

- Very high level design of CNP's AMS and intelligent grid design and how it works in Texas' deregulated market
- Pilot design and resulting AMS filing with the PUC
- Lessons learned from the pilot

Bob Frazier, Director of Technology - Houston Electric, CenterPoint Energy

ISO TRACK

CASE STUDY

PJM Advanced Control Center - Integration Challenges and Considerations

- AC² system overview, scope, and timeline
- Integration architecture objectives, challenges, and key considerations
- Integration of advanced solutions

Tom O'Brien, General Manager, Reliability Services, Advanced Control Center Program, PJM

CASE STUDY

Enterprise Strategic Architecture and the Technology End Game at a Large ISO

- A brief history of the NYISO
- A brief overview of where we came from (November 1999 to Present)
- A high level diagram of our Architecture End Game
- A high level picture of how much we have completed
- Product roadmap of our 2008-2010 Deliverables
- Critical infrastructure initiatives

Ken Fell, CIO, NYISO

CASE STUDY

Forward Capacity Market System Design Overview Presentation, ISO New England

- Brief overview of FCM
- FCM SOA Architecture
- Detailed technical review
- Experiences and lessons learned from the first FCM Auction Implementation

Dick Brooks, Principal Systems Architect, ISO New England

PROGRAM AGENDA

DAY 2 (CONTINUED)

SMART METERING TRACK (CONTINUED)

CASE STUDY

Meter Data Management--Cooperative's Perspective

- What are the key benefits of an MDM in a non-vertically integrated utility?
- Are those key benefits achievable without an MDM?
- What is necessary in order to achieve key benefits?

*Jim Jones, CIO, Great River Energy
Ryan Hentges, Vice President, Minnesota Valley Electric Cooperative*

CASE STUDY

CNP and eMeter in SAP's Integration of AMI Design / Development and Testing (LightHouse) Endeavor

- LightHouse Council (LHC) goals and membership
- LHC design approach to AMI integrating into CCS.
- The integration of SAP CCS with MDM eMeter in the overall design

Bob Frazier, Director of Technology - Houston Electric, CenterPoint Energy

ISO TRACK (CONTINUED)

CASE STUDY

Data Management at the Midwest ISO: How "It's just a few reports." became a Business Intelligence journey

- A review of the architecture to support providing information
- Challenges of meeting the information needs of the Midwest ISO customer
- The future Enterprise Information Management strategy at the Midwest ISO
- Implementing governance throughout the organization
- Leveraging technology to address business issues

Paul Guckenberger, Manager of Data Management & Testing, Midwest ISO

CASE STUDY

Experience with SOA-Based Integration in the California ISO MRTU Implementation

- A brief history of integration technology at the California ISO
- Benefits of Web Services, SOA, and CIM
- Security, Monitoring, and Performance
- Lessons Learned to Date

Walt Johnson, Principal for Technology Strategies, California ISO

PROGRAM AGENDA

DAY 2 (CONTINUED)

12:00 - 1:00 p.m.

GROUP LUNCHEON

STANDARDS ROUNDTABLE:

Are the Interoperability Standards Keeping Up with the Needs and the Changes in the Utility Industry?

- Alain Steven, Secretary, CIGRE WG D2.24
- Dave Becker, Manager, EPRI
- Gary A. McNaughton, Facilitator, MultiSpeak
- Scott Neumann, US Chairman for IEC TC 57

CASE STUDY

Xcel Energy's Utility Innovations Program & SmartGridCity™ Initiative

Sandy K. Simon, Director of Utility Innovations & Smart Grid Strategy, Xcel Energy

CASE STUDY

Experiences from Implementation of a Market Management System

Doug Goodwin, Systems Operations Development Manager, Transpower

CASE STUDY

Moving BCTC from Business Unit to Enterprise Focused IT

- Briefly describe BCTC as an organization and its history
- What is BCTC's current state/maturity of IT?
- What are the major drivers and benefits for a change in focus?
- What are the roadblocks to changing the focus?
- What is and isn't working with our application roadmap

Lucas Malesku, Architect, BC Transmission Corporation

ISO/RTO Communication Standards for Demand Response Resources

- The Role of DR in the electricity supply chain
- DR communication patterns
- Technical standards vs. Performance standards
- Generalization to other distributed resources

Walt Johnson, Principal for Technology Strategies, CAISO

SUMMARY Q&A

Sponsorship Opportunities

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Please contact
Raj Mrig,
303-770-8800x251 or rmrig@euci.com for more information.

PROCEEDINGS

A copy of the conference proceedings will be distributed to attendees at the event. Extra copies of the proceedings will be available for \$395.00.

CONFERENCE LOCATION

A room block has been reserved at the Pointe Hilton Tapatio Cliffs Resort, 11111 North 7th Street, Phoenix AZ 85020, for the nights of September 16-17, 2008. Room rates are \$179 single/double guest rooms. Call 800-876-4683 for reservations and mention the EUCI conference to get the group rate. Make your reservations prior to August 22, 2008. There are a limited number of rooms available at the conference rate. Please make your reservations early.

REGISTRATION INFORMATION

REMEMBER, EVERY 4TH REGISTRANT IS FREE

For instant registration, call (303) 770.8800 or fax the Registration Form to (303) 741.0849.

Register 3, Send 4th Free!!

Any organization wishing to send multiple attendees to these conferences may send 1 FREE for every 3 delegates registered. Please note that all registrations must be made at the same time to qualify.

All cancellations received on or before August 15, 2008 will be subject to a \$195 processing fee. Written cancellations received after this date will create a credit of the tuition (less processing fee) good toward any other EUCI conference or publication. This credit will be good for six months. In case of conference cancellation, Electric Utility Consultants' liability is limited to refund of the conference registration fee only. For more information regarding administrative policies such as complaint and refunds, please contact our offices at (303) 770.8800.

EUCI reserves the right to alter this program without prior notice.

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Electric Utility Consultants, Inc. (EUCI)
5555 Preserve Drive
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The Conference

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- ☐ UIC2008: 5th Annual Utility Integration Conference
Integrating The Smart Grid & Pre Conference Workshop, September 15 - 17, 2008, \$2095
Early Bird Before September 5, 2008, \$1895

☐ ISO Track

☐ Smart Metering Track

- ☐ UIC2008: 5th Annual Utility Integration Conference
Integrating The Smart Grid, September 15 - 17, 2008, \$1495
Early Bird Before September 5, 2008, \$1295

☐ ISO Track

☐ Smart Metering Track

- ☐ I'm sorry I cannot attend, but please send me the conference and
workshop proceedings at \$395.
(Please add \$50 for international shipping)

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W354