Contracting Workshop and Networking Event

August 22, 2019
Aram Benyamin
Chief Executive Officer

Colorado Springs Utilities
It's how we're all connected
Scott Lewandowski
Loreen Slick
Sheldon Chinnery

Procurement and Contracting Services / Senior Contracting Agents
Tips on Responding to a Request for Proposal (RFP)
Why do we create RFP’s?

For government agencies, RFPs help ensure transparency and demonstrate to the public we are accountable for project goals and vendor choices.
Colorado Springs Utilities (Utilities) posts RFPs on www.bidnetdirect.com
What is a Proposal?

A Request for Proposal (RFP) is an invitation for Vendors, through a competitive solicitation process, to submit a proposal on a specific product or service.
RFPs contain a clearly stated and defined measurable method to determine responsiveness by the Vendor, using evaluation criteria, point value system, measuring: technical responsiveness and costs.
What makes up a Utilities’ RFP?

**Core Exhibits**

A- Scope of Work
B- Response Form
C- Contract Example
D- Intent to Respond
E- Contractor Safety
I- Insurance Requirements
Exhibit B: Response Form

1. Transmittal letter
2. Table Contents
3. General Information
4. Relevant References
5. Project Narrative
6. Resources Assigned to Project
7. Costs (separate document)

**Stick to the requested format, structure**

*Proposals not addressing the following items may be considered non-responsive*
Next Steps

After you find the RFP on BidNet,
• Carefully read the details, proposal instructions, and schedule
• Attend any pre-proposal meetings (some are mandatory to bid)
• Submit any proposal related questions to the Procurement and Contracting Services Department contact listed in the RFP
• Review proposal submittal for thoroughness
• Submit technical and cost proposals per RFP instructions by due date and time via BidNet

Failing to adhere to RFP instructions or missing submission deadlines will be considered a non-responsive bid.
What’s Utilities’ looking for?

A quality proposal submission includes:

• Technical Proposal
• Cost Proposal
• Necessary Exhibits (Per RFP instructions)
• Limited to no exceptions to contract terms
• Displays Vendors technical ability and best value cost to provide product or service
Utilities has a two-phase evaluation process: Technical and Price

**Technical Evaluation**

- Measures the Vendors technical ability to conduct the work detailed in the Scope of Work.
  
  Some ways to measure technical ability are:
  
  - Staff, Experience, Narrative, and Methodology

- Vendors must prove their technical ability in this phase, in order to advance to the cost phase

**Cost Evaluation**

- Measures the Vendors responsiveness to provide a best value cost as described in the RFP Cost Proposal Section
RFP Timeline

RFPs are advertised on BidNet for four weeks (or more).

The RFP review and selection process and contracting takes up to four months.
Now that you have submitted your RFP, on time......

What’s next?
It may appear that we have dropped off the face of the earth. But, here is what is happening behind the scenes.

Radio Silence...
Evaluation Team Meeting

Internally, the Evaluation Team meets:

- Review the Technical Proposal
- Review the Cost Proposal

Process used to determine which proposals advance to the next round of the evaluation process (Short List)

The evaluation criteria is already established, before publishing the RFP
Evaluation Team Meeting

- The Evaluation Team is a diverse group of evaluators
- Do not assume evaluators have extensive knowledge of your company
- Complete the Exhibit B – Vendor Response Form in detail
Finalist Presentation

- The Evaluation Team may opt to have a Short List Presentation (Optional)
- This is a scored and a timed presentation
  - In person - On site
  - Or remotely - via Skype, etc.

- An agenda will be shared with the vendor, so they know how to prepare for the Presentation.
- Used to clarify any questions and have vendor demo their product
Intent to Award Notification (ITA)

- We will consider contract negotiations with the shortlisted vendor(s)
- Then a final decision is reached by evaluation team
- Utilities’ Management to approve
- An Intent to Award Letter will be posted to BidNet formally announcing who Utilities has selected to award the contract(s).
Contract Execution

- Any changes to the contract terms after ITA may not be considered
- Any changes may result in Utilities making an offer to the next qualified vendor
- Bonds, if required, can be accepted electronically
- Utilities accepts electronic signatures on contracts
- The vendor must be registered to do business in the State of Colorado
After the award of the contract...

The resulting Blanket contract may include different methods of authorizing work:

- Task Order Release – Bilateral Agreement
- Purchase Order Release – Unilateral Agreement
In closing....

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It’s all about Relationships...
Dennis Casey

Executive Director

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www.ColoradoPTAC.org
What is Colorado PTAC?

• The purpose of the Colorado PTAC is to generate employment and improve the general economic condition of the state by assisting Colorado companies including those eligible for preferential consideration in obtaining and performing under local, state and federal government contracts.
What is Colorado PTAC?

- Colorado PTAC Established November 2009
- Non-Profit, 501c(3) Corporation
- Public/Private Partnership (P3) with state of Colorado under the Office of Economic Development and International Trade (OEDIT) HB 14-1016

  - Funded in part through a cooperative agreement with the Defense Logistics Agency, state, public, and private contributions (cash and in-kind)
Who is Colorado PTAC?

• Professional Procurement Counselors
  • Experience in Federal, State, Local, Industry
  • Full time, Part time, and Subject Matter Expert Support

• Multiple Locations:
  • Colorado Springs (Headquarters)
  • Aurora, Westminster, Golden, Fort Collins (Staffed Satellites)
  • By Appointment / Periodic Outreach
    Pueblo, Grand Junction, Glenwood Springs, Lamar, Montrose, La Junta, Durango, Boulder, Loveland, Greeley, Burlington, Trinidad, Alamosa, Craig
PTAC Supports Entire Process

Requirements ➔ Budget ➔ Solicitation ➔ Execution

• **Education and Assistance Throughout the Process --**  
  *Including but not Limited to:*  
  • Registration Support (DUNS, SAM, CAGE, NAICS)  
  • Business Development—Market research and analysis  
  • Finding Bid Opportunities (“BidMatch”)  
  • Proposal Guidance on Request for Proposal (RFP),  
    Invitation for Bid (IFB), Request for Quote (RFQ)  
  • RFP, RFQ or IFB Response Review (“Red Team”)  
  • Post Award issues, Contract Administration, and more…..
Focus: This is the only thing we do, no split duties or mission and no desire to turn a business into a paying client.

Experts: We are all trained and accredited by a recognized industry entity. Whether it be NIGP, DAU, FAI, APTAC or NCMA, we have proven our coursework and expertise.

Time in the saddle: Every one of us has over 30 years in the procurement profession. We have all held management positions and directed procurement actions.

Access to the government:
- VA certification and hotline access, VA asked the PTAC community to help them in the certification process
- SAM helpdesk refers people to us with record content, they recognize us as the expert
- SAM working group, APTAC has direct communication with the GSA team that manages SAM
- During the SAM security crisis last year PTACs were the ONLY people who could ask for expedited review
- The Federal Service Desk allows us to speak on our clients’ behalf
- DLA, our grant administrator, routinely addresses congress on procurement issues
- APTAC president has testified to congress small business committee multiple times
- Colorado PTAC has the ear of the senior staffers for Senators Bennet and Gardner
- DLA, GSA and other entities have developed PTAC specific training
- APTAC conferences provide us access to government officials at the highest levels
- Contracting officials trust us and reach out to us for help
Who Benefits from PTAC?

Client
- Revenue
- Maturity
- Education
- Certs/Exposure to Market

Government Customer/Prime
- Contract Performance
- Less Contractor Hand-holding
- Better Product/Competition/Price
- Help with Source Selection

Fed/State Governments

Local Government
- Job Growth
- Higher Avg Income = $ Sales Tax
- Property tax
- Long Term Investment from Companies

Citizen
- Roads
- Parks
- Community Safety
- Health and Human Services
PTAC Impact

- Contract awards for PY 2017-18
  - $419M

- Contract awards this program year to date
  - $555M

- 161 Training Classes/Networking Events
  - Free vs Cost of Commercial Training
PTAC Funding

- PY 17-18 = 419 to 1 Return On Investment
- PY18-19 = 555 to 1 Return On Investment
Meet Our Sponsors

Gold Level Sponsors

Bronze Level Sponsors

City of Loveland
5 Star Bank
Herring Bank
Pliiero Mazza Law Firm
Six and Geving
Palmetier Law, LLC
Gardner Law
Boon Group

Silver Level Sponsors

In-Kind Level Sponsors

- Adams County
- Aurora Chamber
- Black Square Technologies - Jefferson County
- CATP Enterprises - Certify to Success
- Corvus Technologies - ReliAscent LLC
- Colorado Technical University
- GovCon Financial Solutions - US Bank

- Guaranty Bank
- Imprimis
- Jefferson County
- Pueblo Latino Chamber
- RFP Repareed
- RIM Technologies
- Target Gov
Colorado PTAC Social Media

- **Facebook**
  - [https://www.facebook.com/ColoradoPTAC/](https://www.facebook.com/ColoradoPTAC/)
  - @ColoradoPTAC

- **Twitter**
  - [https://twitter.com/ColoradoPTAC](https://twitter.com/ColoradoPTAC)
  - @ColoradoPTAC

- **Google+**
  - [https://plus.google.com/b/109915903797814277951/109915903797814277951](https://plus.google.com/b/109915903797814277951/109915903797814277951)

- **LinkedIn**
  - [https://www.linkedin.com/company/colorado-procurement-technical-assistance-centers-co-ptac-?trk=top_nav_home](https://www.linkedin.com/company/colorado-procurement-technical-assistance-centers-co-ptac-?trk=top_nav_home)

- **YouTube**
  - [https://www.youtube.com/channel/UCtmF6B_DK2sVCBDTXUErHcg](https://www.youtube.com/channel/UCtmF6B_DK2sVCBDTXUErHcg)
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Cyber Security & its Role in Contracts.

Understand what is being protected

Identify ways to transfer, mitigate, remediate or avoid risk for the organization.

Create Technical, Operational or Managerial controls or guidelines to address identified risks.

Implement guidelines or controls in area most effective for risk reduction.
Information System Onboarding

Contract Requirements
- Data Security Rider
- IT Security Questionnaire
- SOC 2 Type 2 Report
- Software Security Agreement

Impact Assessment Process
- Identify Owner & Custodian
- Identify Information Types
- Security-Objective Focused
- Business Impact Analysis
- Defines Information System Deployment Baseline

System Security Plan
- Baseline Security Controls
- Additional Security Controls

Vulnerability Remediation
- Vulnerability Detection
- Remediation / Mitigation
- Residual Risk Acceptance

Security Controls Assessment
- Continuous Monitoring
- POAMs

Risk Transference
Risk Mitigation / Remediation
Campaign Timeline

- Leveraged early victim to gain entry to two previously accessed utilities and one new victim
Partnership is Key

“Third Party Data Breach Becomes a Focus for Hackers”

This attack on third-parties and subcontractors became a trend in 2018. Of the third-party data breaches that were reported in 2018, 4,823,234 records were exposed four times more compared to 2017 third-party breaches.

ID Theft Center*

Colorado Springs Utilities Cyber Security Team will help our partner vendors by providing architectural, technical and policy recommendations in order to meet Cyber Standards.

Acquisition, Planning, Test, Implementation & Post-Implementation

*https://www.idtheftcenter.org/third-party-data-breach-becomes-a-focus-for-hackers/
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Meeting Purpose

- Communicate projects considered for late 2019/early 2020
- Longer Range Strategy Discussion
- Meet Utilities Project Teams
- Utilities to Receive Feedback from community
- Identify Areas for Utilities to Improve our Business
Safety

• Contractor Minimum Safety Requirements (CMSR) for every construction procurement
  • Construction Contracts CMSR
  • General Services CMSR

• Contractor Safety Plans Before Commencing Work On-Site
Project Tools

• Consistency in contracting across all services
• Water and Energy continuing with EADOC
• Primavera P6 as tool to manage project schedules
General Engineering Services Contract

• New Contract Highlights
  • 4-Service (Enterprise) access to all selected firms
  • Over 30+ firms selected for contracts
  • Mix of small, medium, and large firms
  • Mix of broad and specialty based engineering skills
  • Maximum Task Order Value - $400K
  • Sole Source up to $150K
### Water – Investing Across the Portfolio

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>General Formula</th>
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<td>Facilities</td>
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<td>$54.5M</td>
<td>$54.7M</td>
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Water – Balancing the Portfolio

**Finished Water**
- Watermain Replacement
  2,100 Miles of Potable Water Main
  - Risk based asset management approach
  - Supporting Ballot Initiative 2C
- Cathodic Protection and Condition Assessment
  - Plan CP in lieu of Replacement wherever possible

**Facilities**
- Six WTP Facilities
  Mesa WTP – 2018 to 2020

**Annual Water Success**

**Prequalified Consultants and Contractors**
Water – Balancing the Portfolio

Finished Water

Programs

- Potable Pumping Stations
- Non-Potable System
- Potable Water Tanks Refurb/Replace
- Specialty Valves

Annual Water Success

Facilities

- 26 Jurisdictional Dams
- Infrastructure Pipelines

Raw Water

Condition Assessment
- Mostly Design – Bid – Build

Design – Bid – Build
- DB
Water – Balancing the Portfolio

- Finished Water
- Programs
- Water Resources

Integrated Water Resource Plan (IWRP)

- Facilities
- Raw Water
- Public / Developer

Annual Water Success

- Public Improvements
- Developer Initiated Projects

Permit preparation for larger long-term projects

Mostly PPRTA supported projects
Water – Balancing the Portfolio

Finished Water

Programs

Water Resources

Other Projects

Annual Water Success

Examples:
AMI
Water Service Vehicles & Equip
Laboratory

Facilities

Raw Water

Public / Developer

Labor

A&G

Common Projects

Colorado Springs Utilities
Wastewater—Investing Across the Portfolio

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<th>2020</th>
<th>General Formula</th>
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<td>Other</td>
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<td><strong>Total</strong></td>
<td><strong>$14.2M</strong></td>
<td><strong>$14.0M</strong></td>
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Wastewater – Balancing the Portfolio

Programs

- LCERP (up to 10-inch)
  - Ongoing Pipeline Lining Contract
  - CCTV evaluation
- R&R (>10-inch)

Lift Stations

Corrosion Inspection

Sanitary Sewer Creek Crossing (SSCC)
- Part of SW IGA with City

Public/ Developer

- Public Improvements
- Developer Projects / Unsewered Areas
- Mostly PPRTA supported projects

Prequalified Consultants and Contractors

Annual Wastewater Success
Wastewater – Balancing the Portfolio

Programs
Facilities

Annual Wastewater Success

Public/ Developer
Other
Service Vehicles & Equipment
Lab Equipment

Labor
A&G

Common Projects

Facility Planning
Mostly Design – Bid – Build
Mostly replacement work scope

3 Main Facilities
### Water & Wastewater Cathodic Protection

<table>
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<tr>
<th>Service</th>
<th>Project Name</th>
<th>Contract Value</th>
<th>Engineering</th>
<th>Specialty Services</th>
<th>Surveying</th>
<th>Civil</th>
<th>Structural</th>
<th>Concrete / Masonry</th>
<th>Materials Fabrication</th>
<th>Process / Mechanical</th>
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<th>Instr. &amp; Control</th>
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### Procurement & Execution

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<td>* : 0-100k</td>
<td>** : 100-250k</td>
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<td>Service</td>
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<tr>
<td>Water Planning</td>
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<td>SAA</td>
<td>Northfield Blending Transmission Mains SAA</td>
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* : 0-100k  ** : 100-250k  *** : 250-400k  **** : >400K
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## Upcoming Wastewater Projects

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</table>

### 2019

- **SSCC Collection System Rehabilitation/Replacement Prog**: $\text{IFB}
- **Wastewater Collection System Rehabilitation**: $\text{RFP}
- **Geotechnical Services PSA Renewal**: $\text{RFP}

### 2020

- **SSCC Collection System Rehabilitation/Replacement Prog**: $\text{IFB}
- **Wastewater Collection System Rehabilitation**: $\text{RFP}
- **Geotechnical Services PSA Renewal**: $\text{RFP}

**Contract Value**

- $: 100K-1.5M
- $\$: 1.5M-10M
- $$$: 10M-20M
- $$$$: >20M
Energy – Balancing the Portfolio

**Generation**
8- Electric generation facilities using primary fuel source, such as coal burning, gas turbines, or water (hydro-) power.
Renewable Energy Facilities (Solar & Wind)
(Nixon, Front Range, Drake, Birdsall Tesla, Manitou, Cascade, Ruxton and Solar & Wind – PPA’s)

**Transmission & Distribution**
Overhead Transmission Lines (115-230 kV)
Transmission Substations
Distribution Substations
Distribution Lines (12.5 kV)

**Annual Energy Success**
Facility Planning
Design/Build
Design/Bid/Build
Energy– Balancing the Portfolio

- Generation
- Electric Integrated Resource Plan
- Gas Integrated Resource Plan
- Annual Energy Success
- Transmission & Distribution
- Public /Developer
- Labor
- A&G
- Common Projects

Colorado Springs Utilities
Gas – Investing Across the Portfolio

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>General Formula</th>
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<tbody>
<tr>
<td>Distribution</td>
<td>$12M</td>
<td>$13M</td>
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<tr>
<td>Other</td>
<td>$2M</td>
<td>$6M</td>
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<td>$14M</td>
<td>$19M</td>
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*Excludes projects driven by STEP & GIRP
Electric – Investing Across the Portfolio

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>General Formula</th>
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<tbody>
<tr>
<td>Generation</td>
<td>$18M</td>
<td>$19M</td>
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<tr>
<td>Transmission / Distribution</td>
<td>$24M</td>
<td>$26M</td>
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<tr>
<td>Other</td>
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<td>$54M</td>
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*Excludes projects driven by STEP & EIRP
# Upcoming Energy Services Projects

<table>
<thead>
<tr>
<th>Service</th>
<th>Project Name</th>
<th>Contract Value</th>
<th>Engineering</th>
<th>Speciality Services</th>
<th>Surveying</th>
<th>Civil</th>
<th>Structural</th>
<th>Concrete / Masonry</th>
<th>Materials Fabrication</th>
<th>Process / Mechanical</th>
<th>Building / Mechanical</th>
<th>Electrical</th>
<th>Instr. &amp; Control</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric</td>
<td>Drake 7 Turbine Controls Upgrade</td>
<td>$</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td>Front Range HRSG2 Elevator</td>
<td>$$</td>
<td>● ●</td>
<td>● ● ● ●</td>
<td>● ●</td>
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<td></td>
<td>RFP</td>
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<tr>
<td></td>
<td>Facility Plans (Nixon, all Hydro Plants)</td>
<td>$$</td>
<td>●</td>
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<tr>
<td></td>
<td>Drake / ESD staff support</td>
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<td>RFP</td>
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<tr>
<td></td>
<td>Nixon ZD Switchgear</td>
<td>$$</td>
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<td>Distributed Generation (TBD)</td>
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<td>RFP</td>
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<td>Electric Transmission (TBD)</td>
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<td>RFP</td>
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</tbody>
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- Procurement: $: 100K-1.5M  $$: 1.5M-10M  $$$: 10M-20M  $$$: >20M
- Execution: RFP  Materials
# Upcoming Gas Services Projects

<table>
<thead>
<tr>
<th>Service</th>
<th>Project Name</th>
<th>Contract Value</th>
<th>2019</th>
<th>2020</th>
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<tr>
<td></td>
<td></td>
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<td>Q3</td>
<td>Q4</td>
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<td>Gas</td>
<td>Gas Project Risk Model Creation</td>
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<td></td>
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<tr>
<td></td>
<td>Gas &quot;GES&quot; Task-Order Based Contract</td>
<td>$§</td>
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<td>● ● ● ● ● ● ●</td>
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<tr>
<td></td>
<td>Kettle Creek and Hwy 85/87 Erosion Protection</td>
<td>$</td>
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<table>
<thead>
<tr>
<th>Procurement</th>
<th>Execution</th>
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<tbody>
<tr>
<td>$: 100K-1.5M</td>
<td>$§:1.5M-10M</td>
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Meeting Purpose

• Communicate projects considered for late 2019/early 2020
• Longer Range Strategy Discussion
• Meet Utilities Project Teams
• Utilities to Receive Feedback from community
• Identify Areas for Utilities to Improve our Business
System Planning & Projects Division

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Round Table Discussions