



Strategy and Planning

Strategic Planning Advisory Service to Help Clients
Navigate The Energy Transition

Evolving market dynamics are driving the value of an integrated analytical framework to support long-term planning and develop strategic priorities for business decisions. Black & Veatch Management Consulting, LLC (Black & Veatch) offers executable strategic advisory solutions to help clients address large infrastructure

investments required by making the business case for when, where, and how to proceed – both internally and with regulators.

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BLACK & VEATCH
MANAGEMENT CONSULTING

The Black & Veatch Value

Strategic Solutions Rooted in Our Engineering Expertise

We apply engineering to strategy, with the unique ability to develop and execute the solutions that align with new or emerging strategies. The knowledge gained from our hands-on design and engineering experience informs our integrated solutions.


Comprehensive Expertise and Experience

Our experience across all stages of the infrastructure lifecycles allows us to immediately add value at any point of a program decision-making process. We can cover the entire spectrum from strategic planning and roadmaps, feasibility and economic studies, business model and go-to-market strategies, regulatory advisory, program management and governance, system implementation, infrastructure design and construction, and operations.

Sophisticated and Integrated Analytical Framework

Our strategy and planning services begin with our Energy Market Perspective (EMP). Our EMP is a comprehensive long-term projection of the North American energy markets, utilizing sophisticated power (PLEXOS) and gas (GPCM) forecasting tools customized with our latest perspectives on renewable energy and storage technology, resource costs, environmental policy, federal and state energy initiatives, electric vehicles and fuel demand and supply.

Decarbonization Roadmap Example



Vision To Lower Carbon Footprint

- Help identifying achievable goals



Long-Term Planning

- Technical and commercial expertise to unpack uncertain futures
- Understanding of the entire hydrogen value chain from production to transportation to end-use



Roadmap

- Development of detailed roadmaps and signposts to identify key milestones and strategic initiatives
- Detailed processes to guide clients through transitional periods



Implementation Strategy

- Actionable implementation plans that have transitioned companies to a low-carbon economy
- Stakeholder engagement meetings to capture key inputs that strengthen business initiatives to meet the long-term goals



Regulatory Recovery

- Expertise in long-term cost benefit analysis to support regulatory cost recovery
- Development of numerous regulatory cost recovery mechanisms for long-term infrastructure projects

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This is an excellent piece of work. You took a very difficult question we asked, refined it and your analysis gave us great insight into how to handle this component of our resource plan. We'd like you to continue to do this for us on a regular basis going forward..."

– Western utility client on recent market analysis

Services

Utility and End-user Electric Vehicle Strategy and Solutions

Our consultants advise clients in developing approaches for fleet electrification, assessing the full range of impacts of electrification for utilities, developing executable roadmaps and go-to-market strategies. We help clients carry out those electrification strategies and roadmaps through developing business cases, facilitating outreach, and developing business plans. Our solutions support utilities in designing infrastructure programs, EV programs and rate structures as well as regulatory and rate case justification.

Distributed Energy Resource (DER) Integration

We provide executable strategies and roadmaps to successfully integrate DERs and prepare to take on a role in the emerging Distributed System Operator (DSO) ecosystem. We assess DER readiness including forecasting, distribution planning, procurement, customer programs, and distribution grid operations. We outline various market roles and models for the utility. This helps to determine the utility's role and strategy in the new DSO ecosystem.

Integrated Resource Planning

We approach integrated resource planning by understanding and evaluating the client priorities and strategic objectives range of available resources, emerging technologies and existing client resources and constraints. Utilizing state-of-the-art market simulation tools helps us identify optimal long-term resource expansion plans while minimizing costs, meeting system reliability standards and carbon reduction goals for our clients. Plans are developed for a target audience of stakeholders, customers and regulators to support broad understanding and acceptance.

Power Procurement

Our experts support clients on broad procurement of renewable and flexible resources to satisfy the action plans driven from an IRP or other corporate energy procurement goals. Preparation for solicitation plans, product specifications, requests for proposal documents and online bidding platforms are also supported. We utilize sophisticated data analysis and selection tools to ensure the procurement is aligned, open, flexible, well documented and results in successful contracting.

Hydrogen Strategies

Hydrogen is expanding as an alternative to natural gas with the same energy and reliability characteristics with a low carbon footprint for utilities, developers and investors. We support the client's understanding of the market potential, cost range and commercial strategies for integration. Our applied insights are practical and implementable. Our experts can help to successfully develop and execute hydrogen fuel implementation projects.

Client Case Study



100% RPS and Carbon Free Resource Planning

Colorado Springs Utilities

Colorado Springs Utilities faced a challenging resource planning environment, with demands from stakeholders for early retirement of coal-fired resources and accelerated adoption of new renewable resources to meet 100% renewable and/or carbon reduction goals by 2030, 2040, and 2050.

We performed independent capacity expansion and production cost forecasting of the Colorado Springs resource portfolio utilizing PLEXOS to evaluate fourteen different scenarios to including 100% RPS by 2030/2040/2050; 100% carbon reduction by 2030/2040/2050; and achievement of RPS and carbon goals with and without market participation. Each pathway included comprehensive load loss probability impact analysis. We also forecasted the full costs of each pathway, evaluated the risks of achievement for each, and evaluated the technologies necessary including modular nuclear and large-scale battery systems.

Colorado Springs leveraged our insights to support its resource plan filings and successfully select a preferred resource plan for implementation.

Building a World of Difference.®

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