

**Harold T. Judd | President, Accion Group, LLC**

244 North Main Street  
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**With more than 35 years of diverse experience** in regulated industries and emerging markets, Mr. Judd leads Accion Group’s engagements in the evaluation of power and capacity procurements for competitive solicitations conducted by Accion across the country. His background includes serving as a consumer advocate, federal prosecutor, state’s counsel, and counsel for utilities and energy markets, allowing him to contribute thorough knowledge and seasoned leadership during Accion Group’s consulting engagements. Mr. Judd also shares with Accion Group his detailed understanding of the issues involved in company and market restructuring, both to meet changing markets and in bankruptcy.

**Experience**

Managed nationwide regulatory and legislative deregulation initiatives for two major U.S. public utilities  
Senior Assistant Attorney General, New Hampshire Office of the Attorney General  
Chief negotiator in the bankruptcies of the Public Service Company of NH and the NH Electric Cooperative  
State consumer advocate, federal prosecutor, and state's counsel  
Economic development advisor to the President and Congress of a newly independent nation  
Adjunct Professor of Law (Utility Regulation) – University of New Hampshire School of Law  
Counsel to the Special Assistant to the President of the United States

**Major Clients**

Arizona Corporation Commission	NH Attorney General’s	Public Utilities Commission of Nevada
Arizona Public Service	Office NH Nuclear Decommissioning	Southern California Edison
Black Hills Energy	Finance Committee	Southern Electric International
Bonneville Power Administration	NH Office of Consumer Affairs	Town of Lempster, NH
Central Maine Power	NH Public Utilities Commission	Tucson Electric Power
Federated States of Micronesia	NJ Board of Public Utilities	U.S. Department of Energy
Georgia Public Service Commission	Pacific Gas & Electric Company	Vermont Department of Public Service
Green Mountain Power Corp.	PacifiCorp	Vermont Electric Cooperative
Gulf Power Company	PG&E Energy Services	White House Consumers Affairs Office
Hawaiian Electric Company, Inc.	Portland General Electric	Xcel Energy
Maui Electric Company		

**Industry Specialization**

Business Restructuring	Expert Testimony	Mergers and Acquisitions
Competitive Procurement	Government Relations	Nuclear Decommissioning
Construction Monitoring	Legislative Affairs	Regulatory Litigation
Debt Restructuring	Market Deregulation	Risk Management
Electric Market Analysis	Mediation	Strategy Management
Environmental Compliance		

**Education**

J.D., University of New Hampshire School of Law, formerly known as Franklin Pierce Law Center  
B.A., University of Wisconsin – Madison

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## Relevant Experience

### Competitive Procurement

**Arizona Corporation Commission:** Led the design and implementation of the competitive solicitation process for wholesale energy by Arizona's two largest utilities. As the first RFP conducted under new ACC standards, designed the protocols currently used in Arizona. Facilitated agreement among a wide range of interest groups.

**Black Hills Energy:** Serves as the Independent Auditor and Independent Evaluator for multiple solicitations for renewable resources starting in 2013. Utility-affiliates are permitted to bid, which requires strict adherence to a code of conduct, and complete separation from those evaluating bids.

**Georgia Public Service Commission:** Oversaw IE responsibilities for the solicitation of energy and capacity for RFPs with deliveries beginning in 2009, 2010, 2011, 2012, 2014, 2015, and 2016. Evaluated appropriateness of power supply acquisition decisions, and advised the Georgia Public Service Commission on matters relating to product selection, costs, and competitiveness. Solicitations range from seeking 1,200 MW of new, installed baseload facilities to soliciting bids to provide 1 MW solar photovoltaic projects. Oversee the construction monitoring of gas-fired projects and two nuclear units.

**Gulf Power Company:** Led IE engagement for the solicitation of energy and capacity to meet system needs beginning in 2009 and for the Company's 2012 RFP. Oversaw the development of Gulf's RFP process, and participated in the development of all RFP documents.

**Hawaiian Electric Company, Inc.:** Served as IO for the solicitation of new generation on Maui beginning in 2012 and 2014. Currently serve as main contact and consultant during the IO process for Hawaiian Electric Company's Feed-In Tariff program. Counsel the HPUC on ways to modify and maximize the benefits of a feed-in tariff program. Assisted in the review of Hawaiian Electric's participation in the Big Wind Project.

**PacifiCorp:** As the lead member of Accion's IE team, advised the Oregon Public Utility Commission on PacifiCorp's decisions relating to base load resources expansion, strategic planning for power supply and delivery, supply/customer contracts, and the appropriateness of energy and capacity choices made by the utility.

**Pacific Gas & Electric:** Developed and deployed a web-based solution for PG&E to meet the ReMAT program requirements established by the California Public Utility Commission.

**Portland General Electric:** Oversaw the IE process for PGE's renewable portfolio RFP. Proposals received included wind, bio-mass, geothermal, and wave-action generation.

**San Diego Gas & Electric:** Serves as the Independent Evaluator for a series of solicitations starting in 2012. Products sought included renewable resources. Coordinated the establishment of the California ReMAT program for SDG&E through an on-line platform.

**Southern California Edison:** Lead the IE team for the recently enacted Southern California Edison's Renewable Auction Mechanism (RAM) program and the "SPVP" solicitations. The solicitations occur every six months, with some overlap of issues, technologies and evaluation responsibilities.. Review all protocols, documents, and application of criteria.

**Southwest Public Power Resources Group (SPPR)/Arizona Electric Power Cooperative (AEPCO):** As the director of the IM team, lead the full review of RFP protocols, documents, and evaluation processes. Monitor negotiations and ensure compliance with Code of Conduct requirements.

**Tucson Electric Power Company:** Served as IE for six solicitations for renewable resources by TEP. Assisted TEP in designing protocols to meet Arizona's Renewable Energy Standard (RES). Advised the Company on solicitation process and design, bidder definition and qualifications, and evaluation standards and protocols.

**Xcel Energy:** Served as Independent Evaluator for the solicitation of conventional and renewable resources. As the second IE ever employed in Colorado, refinement of protocols for the solicitation process was required to more closely align with national practices.

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### Relevant Experience (Continued)

#### Nuclear Decommissioning

**Exelon:** Advised New Jersey regulators regarding the acquisition of three nuclear units by Exelon. Review included decommissioning funding obligations, decommissioning trust sufficiency, and projected decommissioning costs.

**Nuclear Decommissioning Finance Committee:** Provide full legal and consulting services to the NDFC, from drafting the controlling legislation through to the annual determination of funding contributions. Designed the comprehensive plan for nuclear decommissioning funding, including funding assurances from owners, protections in the event of premature cessation of operation, and funding by non-utility owners.

**Palo Verde Nuclear Power Station:** Advised Arizona regulators on decommissioning costs for the Palo Verde units, including allocation among multi-state owners, sufficiency of ISFSI planning, funding assurances in the event of premature cessation of operation, and preparation for license extension.

**Kevin Carden | Consultant, Accion Group, LLC**

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**With an impressive background in computer modeling and software design** for risk analysis and reliability planning for power supply options, coupled with fourteen years of diverse utility management experience, Mr. Carden possesses the technical background needed to successfully execute the evaluation, procurement, and administration of long-term power purchase contracts. As a Consultant at Accion Group, Mr. Carden is responsible for assessing and planning to meet reliability requirements, executing demand-side options pricing and evaluation, and overseeing bid preparation for power purchase RFPs. Prior to joining Accion Group, Mr. Carden led one of the nation’s largest utilities in the redevelopment of a proprietary resource adequacy model for the non-competitive market, designing the software to take into account tie constraints, market availability of generation, and fuel supply. Mr. Carden’s strong knowledge of electric system modeling, project finance and accounting, demand forecasting, demand-side option management, and the risks and benefits of energy limited resources provides Accion’s team with formidable computer modeling and evaluation skills.

**Experience**

- Modeling and design for assessment of power supply options
- Intensive power modeling experience in multiple applications, including software design
- Developed proprietary generation reliability and dispatch model for electric utilities
- Demand forecasting, demand-side option management, and optimal reserve margin targets
- Evaluation, procurement, and administration of long term power purchase contracts
- Demand-side options pricing and evaluation
- Bid preparation for power purchase RFPs
- Managing Director, Astrape Consulting, LLC
- Generation Reliability Manager, Southern Company Services
- Environmental control planning
- Holds U.S. patent in Generation Reliability Modeling techniques (#7698233)

**Major Clients**

- |                            |                                   |                            |
|----------------------------|-----------------------------------|----------------------------|
| Arizona Power Service      | LCRA                              | Southern Company Services  |
| Black Hills Colorado       | Portland General Electric Company | SMUD                       |
| Competitive Energy Insight | PPL                               | Tennessee Valley Authority |
| Georgia Power Company      | Southern California Edison        | Xcel                       |

**Industry Specialization**

- |                     |                            |                                |
|---------------------|----------------------------|--------------------------------|
| Contract Management | Electric Market Analysis   | Reliability Planning           |
| Demand Forecasting  | New Generation Development | Resource Planning              |
| Dispatch Modeling   | Project Financial Analysis | Risk Assessment and Mitigation |

**Education**

B.S. Industrial Engineering, The University of Alabama

## Kevin Carden | Consultant, Accion Group, LLC

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### Relevant Experience

#### ➤ Redevelopment of SERVIM

**Company Name:** Southern Company Services - Resource Planning.

Mr. Carden has been responsible for the redevelopment, management, and use of a proprietary dispatch model used by the Southern Company for over two decades. This model is used primarily for reliability risk analysis and provides key insights into the value and need of capacity in both the short-term and long term. Kevin identified the need for the development of market modeling algorithms, new hydro logic, updated transmission modeling, economic dispatch criteria, reliability dispatch rules, and other key factors which contribute to reliability risks. Kevin wrote the majority of the logic for these additions based on his extended experience in resource planning. Using the model to run studies for the Southern Company, Kevin has recommended risk mitigation strategies that balance the cost of new capacity with the reliability benefits of those resources.

#### Environmental Control Project Management

**Company Name:** Southern Company Services - Environmental Compliance

As an engineer at the Southern Company, Mr. Carden was responsible for managing financial models for a \$10B+ portfolio of environmental control retrofits including FGDs, SCRs, SNCRs, Baghouses and other technologies. Kevin ran Strategist and other simulation tools to understand environmental and economic risks associated with various legislation and compliance plans. The results of his analysis were used to develop capital budgets and implementation plans. His responsibilities included technical engineering reviews, cost assessments, market assessments, and production cost simulations.

#### ➤ Risk Management

**Company Name:** Southern Company Services - Resource Planning.

Mr. Carden has been responsible for the redevelopment, management, and use of a proprietary dispatch model used by the Southern Company for over two decades. This model is used primarily for reliability risk analysis and provides key insights into the value and need of capacity in both the short-term and long term. Kevin identified the need for the development of market modeling algorithms, new hydro logic, updated transmission modeling, economic dispatch criteria, reliability dispatch rules, and other key factors which contribute to reliability risks. Kevin wrote the majority of the logic for these additions based on his extended experience in resource planning. Using the model to run studies for the Southern Company, Kevin has recommended risk mitigation strategies that balance the cost of new capacity with the reliability benefits of those resources.

#### ➤ Competitive Procurement

**Company Name:** Portland General Electric.

Accion Group served as independent evaluators for the 2008 Renewable RFP. Kevin was responsible for the technical review of the evaluation criteria including both quantitative and qualitative components as well as performing independent evaluations of multiple bids. Kevin's involvement in the project resulted in several adjustments to the scoring methodologies and evaluation procedures. These adjustments added value to the process for PGE, its customers, and state commissioners.

## ➤ Renewable Energy Projects

**Company Name:** Arizona Power Service

Kevin served as the technical manager for the independent monitoring of a renewable RFP in 2010. Key inputs to the process provided by Kevin included the identification of bid procedures that required adjustment in order to ensure fair treatment of all bids and the clarification of qualitative factors that would lead to bid dismissal. Kevin's understanding of the differences in value and operating characteristics provided by renewable resources which are intermittent and non-dispatchable ensured that the results of the process were optimal for all parties involved. Also, a deep understanding of the accounting treatment of renewable projects was important in understanding the risks and value propositions of the various bids.

## ➤ Audit and Operations Review

**Company Name:** Southern Company Services - Fleet Operations

Mr. Carden developed operational guidelines for fleet operators of the Southern Company. This task required in-depth knowledge of unit operational constraints, load characteristics, NERC reliability standards, transmission limitations and economic dispatch.

## ➤ Strategic Energy Planning

**Company Name:** PPL - Louisville Gas and Electric/Kentucky Power

PPL hired Kevin to perform a resource adequacy assessment and optimum reserve margin study in 2010. Kevin Carden and Nick Wintermantel performed a detailed review of unit operating performance history, market availability, load and weather relationship, emergency operating procedures, scarcity pricing and other factors. From the results of this analysis, runs were performed with SERVM to analyze reliability risks and recommend a new optimal target reserve margin for the company.

## ➤ Utility Planning and Management

**Company Name:** Lower Colorado River Authority.

The Lower Colorado River Authority contracted for Kevin's services to perform multiple project analyses including a coal project, a nuclear project, several gas projects, wind project opportunities, and a biogas project. Project financial modeling experience including the construction of Pro Forma excel models allowed Kevin to develop creative strategies to model complex project structures as well as granular operating characteristics.

## ➤ Demand Side Management Development

**Company Name:** Tennessee Valley Authority

Kevin was responsible for the licensing of SERVM to the Tennessee Valley Authority and utilizing the model to analyze various energy limited resources including wind projects, hydro plants, and demand-side projects. As part of his involvement with the TVA, Kevin assisted project managers to develop a new portfolio of demand side options that took into consideration daily, weekly, and annual dispatch constraints, as well as various dispatch price thresholds. The interruptible portfolio was also designed to consider the ancillary service benefits of new interruptible programs.

## ➤ Combined Heat and Power Projects

**Company Name:** Sacramento Municipal Utility District

Kevin has performed financial analysis for multiple combined heat and power projects on behalf of SMUD. These analyses considered multiple ownership scenarios, distributions of fuel price and availability uncertainty, distributions of renewable energy credit value, and multiple technologies. When considering multiple ownership scenarios, behind-the-meter rate analysis was required as well as consideration of federal and state incentives.

**John B. Hart | Senior Consultant, Accion Group, LLC**  
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**Mr. Hart has more than 30 years of experience in diverse aspects of nuclear power generation**, having worked for an architect-engineer, a nuclear utility, and as an independent consultant to the energy industry. As a former Nuclear Licensing Manager and Environmental Manager during construction and operation of power plants, Mr. Hart brings a broad knowledge of regulatory and technical issues associated with nuclear power plants to a variety of related consulting engagements. The diversity of his experience also includes testimony before state and federal agencies on prudency and decommissioning issues, and a leadership position during the successful auction and sale of the ownership of Seabrook Station.

### Experience

Assisted FPL and Exelon in development of major applications for Extended Power Uprate projects at three nuclear stations  
Part of Accion consulting team advising Georgia Public Service Commission on new Georgia Power's new nuclear units  
Accion Consultant to the New Hampshire Nuclear Decommissioning Financing Committee  
Team leader for development of safety analysis report for Areva's Eagle Rock Enrichment Facility  
Licensing, Environmental and Government Relations manager at Seabrook Station  
Ownership Transition Project Manager during the auction and sale of Seabrook Station  
Manager of Licensing during the construction and licensing of Waterford-3 nuclear plant

### Major Clients

AREVA  
Arizona Commerce Commission  
BayCorp Holdings  
Bechtel SAIC  
Connecticut Light & Power

Connecticut Yankee  
Exelon Corp  
Florida Power & Light  
Georgia Public Service Commission  
Maine Yankee

NH Nuclear Decommissioning  
Financing Committee  
Northeast Utilities  
Public Service of New Hampshire  
Yankee Atomic

### Industry Specialization

Environmental Compliance  
Litigation Support

Nuclear Decommissioning  
Nuclear Power Plant Licensing

Nuclear Power Plant Uprates  
Rate Regulation and Prudency

### Education

B.S. Engineering, United States Naval Academy, Annapolis, Maryland  
Certificate in Power Engineering, Stevens Institute of Technology, Hoboken, New Jersey  
Environmental Management Systems Certification, Northeastern University, Boston, Massachusetts

## Relevant Experience

### ➤ Environmental Management

**Northeast Utilities:** Led Seabrook Station to become only the second nuclear facility to achieve ISO 14001 certification while serving as Environmental Manager.

### ➤ Nuclear Decommissioning and Nuclear Licensing

**Ebasco Services Inc.:** As Ebasco Licensing Manager for the construction and licensing of Waterford-3, oversaw the design compliance with the post-TMI regulatory requirements and provided testimony to the ACRS.

**New Hampshire Nuclear Decommissioning Financing Committee:** Advises the Committee in their review and oversight of Seabrook Station's annual and comprehensive quadrennial submittal on their decommissioning cost estimate and funding plan.

**New Hampshire Yankee:** As Licensing and Hearing Support Group Manager, oversaw the interface between the station's technical staff and the legal team during the hearings on Seabrook Station's operating license.

### ➤ Rate Regulation and Prudency

**Northeast Utilities:** Responsible for preparing prudency reports on forced outages and power reductions for semiannual rate cases for Seabrook Station. Testified at PUC hearings on major outages.

### ➤ Regulation

**AREVA:** Team Leader for development of the Safety Analysis Report for the License Application that AREVA submitted to the NRC to build gas centrifuge fuel enrichment facility in Idaho.

**Exelon Corp:** Part of team that developed licensing application for an Extended Power Uprate at the Peach Bottom nuclear station.

**Florida Power & Light:** Provided licensing consulting and support in development of license amendments for Extended Power Uprate at the Turkey Point and St. Lucie nuclear stations.

**Georgia Public Service Commission:** Provided regulatory and technical consulting in the Commission's oversight of Georgia Power Company's application for certification to build two new nuclear power plants (Vogtle 3&4), including an extensive report and testimony during the certification hearings.

### ➤ Renewable Energy Projects

**Town of Lempster, New Hampshire:** As an Accion consultant, provided technical consulting to town selectmen during development of 24 megawatt wind power project.

### ➤ Restructuring

**Northeast Utilities:** As Ownership and Transition Project Manager, was responsible to the Site Vice President for the preparation of the station for the auction of the ownership sales and subsequent successful closing with FPL Group.



**Marcus Jackson | Senior Consultant, Accion Group, LLC**

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**Marcus Jackson is an experienced Chairman of the Board, Chief Executive Officer,** President, Chief Operating Officer and Chief Financial Officer with electric and gas public utilities. As an innovative, creative, strategic thinker and tactical planner, he has accumulated more than thirty years of technical, management and executive management experience with electric and gas investor-owned public utilities. Mr. Jackson has demonstrated informed and practical insights into utility corporate governance, utility finance, administration, operations, and regulatory affairs. Mr. Jackson is an effective communicator who focuses on customer service management, and uses a collaborative work management style to work effectively with multi-disciplined groups of problem solvers to find solutions that meet client requirements. By combining technical, operational, financial, and business management expertise, Mr. Jackson is able to analyze and provide objective, comprehensive solutions to utility management and regulatory commissions.

**Experience**

- Chairman of the Board, President, and CEO, SEMCO Energy
- Executive Vice President and President of KCPL Power
- Executive Vice President and Chief Financial Officer, Kansas City Power and Light
- Executive Vice President and Chief Operating Officer, Kansas City Power and Light
- Senior Vice President of Power Supply - KCPL
- Vice President of Power Production - KCPL
- Senior Director Power Production - KCPL
- Assistant Director of Power Supply - KCPL
- Plant Manager – Montrose Generating Station - KCPL
- Assistant Superintendent of Central Maintenance - KCPL
- Plant Maintenance Engineer - KCPL
- Project Engineer - Gibbs and Hill Engineering - Dravo Arabia - Alkhobar, Saudi Arabia

**Major Clients**

- |   |                                   |                                    |
|---|-----------------------------------|------------------------------------|
| AEC (Associated Electric-Springfield, MO) | Georgia Public Service Commission | Michigan Consolidated Gas          |
| City of Gardner (Gardner, Kansas)         | Kansas Board of Public Utilities  | Missouri Public Service Commission |
| City of Independence (Independence, MO)   | Kansas City Power & Light CO.     | SEMCO Energy                       |
| City of St. Joseph (St. Joseph, MO)       | Kansas Commission Corp.           | Sunflower Energy Cooperative       |
| Detroit Edison                            | Kansas Electric Power Cooperative | Union Electric                     |
| EDE (Empire Electric-Joplin, MO)          | Kansas Gas and Electric           | Utilicorp United                   |

**Industry Specialization**

- |  |   |   |
|--|---|---|
| Business Restructuring                                 | Electric System Planning, Operations and Maintenance (Nuclear and Conventional) | Mergers and Acquisitions  |
| Corporate Design, Structure, Governance and Management | Environmental Compliance  | Organizational Development  |
| Corporate Financial Management                         | Expert Testimony  | Strategic Planning  |
| Debt Restructuring                                     | Legislative Affairs   | System Operations (Generation, Transmission and Customer Service) |
| Electric Market Analysis                               |   |   |

**Education**

- MBA, Rockhurst University, Kansas City, Missouri
- B.S. Mechanical Engineering Technology, Southern Illinois University, Carbondale, Illinois
- Nuclear Engineering Coursework, University of Missouri, Columbia, Missouri
- Engineering Coursework, United States Air Force Academy, Colorado Springs, Colorado

## Relevant Experience

### ➤ Construction Monitoring

**Georgia Public Service Commission:** Consultant, Independent Evaluator team for the Georgia Public Service Commission for Georgia Power Company's integrated resource planning and implementation process.

### ➤ Restructuring

**SEMCO Energy Company:** Divested unprofitable diversified business units, which reduced costs and provided capital to be invested in the core business. Improved capital structure to meet rating agency expectation for investor owned utilities. Refinanced higher cost debt with lower cost debt instruments which reduced the cost of debt by \$6 million annually. Liquidated non-core assets to reduce debt obligations by 7.5%. Implemented cost reduction initiatives corporate-wide which improved net income by 12%.

### ➤ Strategic Energy Planning

**Kansas City Power and Light:** Kansas City Power and Light incorporated a wholly owned subsidiary, KCPL Power, as a component of a corporate restructuring strategy to compete in the deregulated utility market. As a member of senior management, created and incorporated a wholly owned exempt wholesale generator which improved corporate revenues by \$30 million. Initiated development of 500 MW coal-fired power plants (EWG) which produced a new income stream of \$7.5 million. Developed system processes and procedures for transition management in emerging unregulated energy market, creating entrepreneurial business acumen for the project management process that was necessary for the emergent energy market. Developed and divested international projects in South America and China that represented a \$4 million one-time net gain.

### ➤ Transmission and Distribution

**Kansas City Power and Light:** Training and oversight of transmission and distribution system planning as well as Corporate Integrated Resource Planning. Trained and managed high-voltage transmission system daily dispatch operations maintenance and construction. Developed and negotiated energy and capacity supply contracts with adjacent local and regional municipalities as well as other investor-owned utility companies. Sited and constructed through town transmission projects. Installed the first large scale automated customer meter reading system in the country. Convened and successfully conducted customer focus group and town hall meetings to educate and approve siting for generation, transmission, and distribution facilities. Meeting many times included storm restoration and system interruption events. Maintained constructive relationships with utility regulators in Missouri, Kansas, Michigan, and Alaska. Managed distribution system planning, operations, maintenance and construction. Managed customer call center, systems marketing and sales, and customer service for 500,000 distribution system customers. Authored, managed and executed transmission and distribution system Storm Emergency Restoration Plan.

### ➤ Utility Planning and Management

#### **Kansas City Power and Light:**

**Senior Vice President of Power Supply:** Integrated, right sized and outsourced engineering services to achieve greater efficiency and reduce costs. Appointed to serve on the Board of Directors of The Wolf Creek Nuclear Operating Company (KCPL owned 50% of the plant). Improved plant and system availabilities to low to mid 80%. Materially reduced fuel costs. Improved Division safety incidence and severity rates by approximately 15%. Increased wholesale power sales by 25%. Installed employee involvement and organizational development initiative to improve productivity. Improved safety severity and incidence rates by approximately 10%. Established environmental and safety department to comply with changing requirements.

### **Relevant Experience (continued)**

Vice President of Power Production: Appointed as President of KCPL Power to develop an exempt wholesale generation subsidiary consistent with EPACT. Built combustion turbine site to serve City of Gardener, KS. Successfully negotiated contracts with the two locals of the IBEW. Implemented quality and employee involvement initiatives. Improved plant and system availabilities to mid-70% to low 80%. Developed and installed environmental initiatives to comply with changing environmental requirements.

Senior Director Power Production: Developed and implemented system-wide plant and equipment life management program reducing maintenance costs by approximately 15%. Improved plant and system availabilities from low 70% to low 80%. Researched, developed and installed employee involvement initiatives and formal programs. Revised, upgraded and installed skilled craft apprentice training programs. Improved safety incidence and severity rates below industry average. Benchmarked and installed plant performance improvement initiatives for all four active plant sites.

#### **Kansas City Power and Light:**

Plant Manager – Montrose Generating Station: Initiated and developed plant preservation and restoration program for temporary retirement of plant sites and equipment. Successfully converted three units to safely and efficiently utilize lower cost, more environmentally friendly Powder River Basin fuel. Materially reduced the fuel cost for the plant. Increased plant availability by over 10%. Increased plant capacity by approximately 7%. Participated in successful negotiations for energy and capacity supply of Unit 2 generation to an adjacent municipality to prevent premature temporary retirement of the unit.

Asst. Superintendent of Central Maintenance: Developed, implemented and supervised KCPL Central maintenance asbestos mitigation department to perform asbestos removal and replacement work and training for the Company and others. Established a central shop to produce costly replacement components for large equipment at a fraction of the cost. With Westinghouse, successfully engineered solutions for generator, turbine and excitation system for a three of a kind 800 MW steam turbine generator system. Engineered and installed numerous solutions for the largest cyclone coal fired furnace, the associated air quality control systems and various other auxiliary systems unique to the one of a kind unit.

## Alan Kessler | Senior Consultant, Accion Group, LLC

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**Having worked as a consultant to the utility industry for over 30 years,** Mr. Kessler brings extensive knowledge of utility management, regulatory litigation, business reorganizations and restructurings, and planning and operations analysis to Accion Group. Prior to his work with Accion Group, Mr. Kessler was a partner at Deloitte Consulting, where he led engagements advising utility clients on matters relating to mergers and acquisitions and regulatory strategy. He also was a partner in Ernst & Young's Utility Consulting Group, leading its utility restructuring and reorganization and regulatory litigation practices. Mr. Kessler has also held management positions at two major U.S. public utilities, served at a state public utilities commission, and has also served as a trustee for the Federal Trade Commission in merger-related matters in the oil and gas industry.

While employed at Accion Group, Mr. Kessler has represented clients on engagements relating to mergers and acquisitions, power supply management, and regulatory advisory matters. He specializes in advising utilities on general corporate and regulatory strategy. Mr. Kessler has participated in numerous regulatory proceedings, often providing expert testimony.

### Experience

- Advisor to utilities on power supply planning and management projects
- Advised management and regulators on matters relating to the negotiation of complex contracts
- Advisor to regulatory agencies on financial and operational issues in corporate restructurings and reorganizations
- Advised utility management on matters relating to mergers and acquisitions
- Designed fuel and purchased power adjustment clauses in Ohio and New Hampshire
- Participated in approximately 30 fuel and purchased power adjustment clause proceedings
- Assisted in the preparation of general and emergency rate cases
- Experienced in areas of planning, management, and operations analyses
- Assisted in the development of rate design proposals designed to implement emerging energy policies
- Provided expert testimony in both regulatory and civil matters

### Major Clients

- |                                |                                   |                                     |
|--------------------------------|-----------------------------------|-------------------------------------|
| American Electric Power        | Georgia Power Company             | Ohio Public Utilities Commission    |
| Aquila Energy                  | Georgia Public Service Commission | PacifiCorp                          |
| Arizona Corporation Commission | Green Mountain Power Corporation  | PG&E                                |
| Arizona Public Service         | Gulf Power Company                | Portland General Electric Company   |
| BG&E                           | Hydro Quebec                      | PSE&G                               |
| Columbia Gas System            | Kansas City Power & Light         | Public Utility Commission of Oregon |
| Duke Power                     | LG&E                              | SEMCO Energy                        |
| Dusquesne Light                | Mid American Energy               | Tucson Electric Power Company       |
| Exelon                         | NH Public Utilities Commission    | Western Mass Electric               |

### Industry Specialization

- |                          |                        |                        |
|--------------------------|------------------------|------------------------|
| Business Planning        | Expert Testimony       | Resource Repositioning |
| Business Restructuring   | Mergers & Acquisitions | Risk Management        |
| Cost of Service Analyses | Operations Management  | Strategy Management    |
| Debt Restructuring       | Regulatory Litigation  | Synergy Studies        |

### Education

- J.D., Capital University School of Law
- B.S. Economics, City College of New York

## Alan Kessler | Senior Consultant, Accion Group, LLC

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### Relevant Experience

#### ▶ Audit and Operations Review

**Comanche Peak Nuclear Generating Station:** Directed a review of the management of the construction of this nuclear generating station on behalf of the minority owners. Responsible for analyses of management processes, staffing, planning, and control provided by the Project Manager during the course of construction of this generating station.

**Duquesne Light Company:** Lead Consultant in a comprehensive management audit ordered by the Pennsylvania Public Utilities Commission. Responsible for the review and analyses of all support services including legal, legislative, risk management, and other general services.

**National Fuel Gas Company:** Lead Consultant in a focused management audit relating to operations of the legal department and the use of outside contract personnel.

**South Texas Project:** Directed the prudence review of the construction of the South Texas Nuclear Project which included review and analysis of project management, organization, staffing, planning and implementation.

#### ▶ Competitive Procurement

**Arizona Corporation Commission:** Served as advisor to the Commission staff in the design and implementation of a competitive solicitation process for the procurement of wholesale energy by utilities. Facilitated agreement among a wide range of interest groups, including utilities, independent marketers, consumer representatives, and various special interest groups. Monitored the implementation and execution of Arizona's first competitive solicitation for power supplies.

**Georgia Public Service Commission:** Acting as Independent Evaluator of the power supply solicitation of Georgia Power's RFPs for capacity and energy requirements. Responsible for development of RFP processes, managing bidder communications, providing analyses of optimal portfolio additions, monitoring company's analyses of proposals submitted, and advising PSC Staff.

**PacifiCorp:** Provided Independent Evaluator services to PacifiCorp in its most recent RFPs for power supplies. Oversaw the development and implementation of RFP documentation, protocols, and evaluation methodologies. Advised the Oregon Commission on matters relating to the conduct of the RFP and the results obtained.

**Tucson Electric:** Served as Independent Monitor for multiple RFPs conducted by Tucson Electric. Monitored the development of RFP procedures and the evaluation of bids. Reviewed all decisions and prepared reports to the Arizona Corporation Commission as required.

#### ▶ Dispute Resolution

**Public Service Company of New Hampshire/5 IPPs:** Assisted these parties in negotiations to restructure uneconomic long-term power supply contracts in a manner that maintained the operational viability of the plants providing service while still providing reduced costs to the host utility.

#### ▶ Mergers & Acquisitions

**Atlanta Gas Light/Virginia Natural Gas:** Directed the analysis of business synergies supporting the acquisition of VNG and assisted in the preparation of regulatory filings.

**Comalco, Inc.:** Assisted this Australian aluminum producer in evaluating diversification opportunities in the U.S. utility industry. Conducted strategic assessments of potential acquisitions and joint venture opportunities.

### **Relevant Experience (continued)**

**Confidential Merger Assistance:** Advised a large electric utility with international holdings and a diversified energy distributor on business combination opportunities. Led engagement to identify business synergies and revenue enhancing strategies in regulated and non-regulated business units.

**EUA/UNITIL:** Project Director in engagement to determine if the proposed acquisition of the UNITIL Corporation by Eastern Utilities Associates would be in the public interest.

**Federal Trade Commission:** Served as Trustee for the FTC over the “Held Separate Business” units of ExxonMobil Corp. Monitored all communications between HSB and the parent company, oversaw the divestiture of over \$2 billion of assets and reviewed all business decisions relating to pricing, contracting and employment issues to ensure that anti-competitive actions were avoided as ExxonMobil restructured post merger.

**Foreign Electric Utility:** Advised management on evaluations of U.S. energy companies with regard to regulatory, financial and operational issues arising from mergers or acquisitions. Provided assistance in valuations and the development of evaluative criteria and automated tools to conduct financial analyses.

**Hydro Quebec:** Advised the managements of several business units on acquisition opportunities in the U.S. Directed the strategic risks and benefits assessment of targeted opportunities and provided due diligence support including participation in negotiations and valuations.

**Kansas City Power & Light/UtiliCorp United Merger:** Project Director for all services provided in connection with the proposed merger including preparation of the Synergies Study, implementation and transition planning, testimony and analyses of competing hostile bids.

**MidAmerican Energy:** Directed an analysis of the merger related savings arising from the proposed acquisition of IES by MidAmerican. Assisted in the preparation of testimony, public communications and filings before regulatory agencies.

**Northeast Utilities:** Directed all studies for the State of New Hampshire in evaluating the benefits arising from of the acquisition of PSNH by Northeast Utilities and assisted in negotiating the terms of future regulation of the combined systems. Provided testimony in support of the merger before the NHPUC and FERC.

**PECO Energy/Unicom:** Advised these integrated utility companies on regulatory and valuation matters supporting their merger creating Exelon. Identified value-creating opportunities in both regulated and competitive business units.

**SCANA:** Directed the merger integration services provided to this diversified utility company in the areas of asset rationalization and strategic positioning.

### **Regulation**

**American Electric Power:** Lead Counsel in more than twenty Fuel Adjustment Clause cases before state and federal regulatory agencies. Assisted in the preparation of cost analyses, testimony, and discovery material. Examined witnesses and prepared filings in regulatory and appellate proceedings.

**Centerior Energy Company:** Prepared a comprehensive analysis of the energy production costs of this electric utility and presented testimony in support of that analysis before the Ohio PUC.

**KCP&L:** Assisted in the preparation of cases filed in Missouri and Kansas in support of an application to merge. Prepared testimony on cost structures and assisted in the preparation of rate of return testimony.

### **Relevant Experience (continued)**

**National Grid:** Assisted The Energy Network, a consortium of Massachusetts industrial and not-for-profit entities in evaluating National Grid's proposed rate decoupling methodology. Provided expert testimony supporting TEN's alternative approach designed to lessen rate volatility and interclass rate subsidies.

**Nevada Power:** Advised a consortium of the largest Nevada hospitals on rate design issues. Provided expert testimony in support of a proposed rate structure designed to reduce interclass cost subsidies and to gradually reallocate cost responsibility.

**Northeast Utilities:** Assisted in the development of regulatory strategy to deal with the impacts of retail deregulation on the enforceability of wholesale power contracts. Prepared and provided testimony before the FERC in support of the company's position.

**Ohio Power Company:** Planned, prepared and presented over ten rate cases before the Ohio Public Utilities Commission and the Federal Energy Regulatory Commission for this large electric utility. Managed the relationships with regulators, regulatory staff, intervenors and the public on issues relating to rate increases, service offerings and tariff design.

**PG&E:** Directed the development of a comprehensive rate case model designed to address the requirements of the California Public Utilities Commission. Assisted in the development of all supporting documentation and the preparation of the Company's case utilizing the model.

**Public Utilities Commission of Nevada:** Advised the Commission Staff on strategic options available to Nevada electric utilities in the areas of power supply planning cost mitigation and financial management. Also assisted the Staff in developing regulatory approaches to managing price volatility in Western merchant markets.

### **Restructuring**

**Columbia Gas Transmission Corporation:** Advised the Official Committee of Unsecured Creditors of this bankrupt natural gas pipeline on matters relating to regulatory risk and on issues affecting the development of a business plan in support of a plan of reorganization.

**El Paso Electric Company:** Assisted the Attorney General of the State of Texas and the New Mexico Public Service Commission in evaluating alternative reorganization proposals offered by this debtor and by prospective acquirors of this bankrupt electric utility. Provided services related to load forecasting and system planning, regulatory policy, business planning and workout strategies.

**LTV Corp:** Represented a large public utility on the Committee of Unsecured Creditors in the bankruptcy of this steel and defense company. Participated in the planning for and execution of the divestiture of various assets and lines of business and in the formulation of the plan of reorganization approved by the court.

**New Hampshire Electric Cooperative:** Retained by the State of New Hampshire to assist in restructuring power supply arrangements and debt of this bankrupt cooperative and in negotiating future rates and business controls. Also engaged to assist in valuing the Coop's investment in generating assets.

**Ohio Ferro Alloys Corp:** Chaired the Committee of Unsecured Creditors. Negotiated the plan of reorganization and the future financing of this manufacturer of alloys used in the production of specialty steel.

**Public Service Company of N.H.:** Directed the evaluation of the restructuring options available in the reorganization of PSNH on behalf of the State of New Hampshire. Led negotiations with creditors and the debtor and provided expert testimony before the Bankruptcy court on matters relating to regulatory policy and practices.



### Relevant Experience (continued)

**Vermont Electric Cooperative/Vermont Electric G&T Corp:** Assisted the State of Vermont in evaluating the restructuring of these insolvent companies. Advised the State on matters relating to alternative financing, regulatory policy, risk assessment and workout strategies.

**Wheeling Pittsburgh Steel:** Chaired the Committee of Unsecured Creditors of this bankrupt steel company. Negotiated the plan of reorganization and the sale of non-core assets.

#### Strategic Energy Planning

**BG&E:** Assisted BG&E in the evaluation and negotiation of multi-year power supply contracts entered to facilitate the restructuring required by the Maryland PSC. This analysis covered offers by five non-affiliated and one affiliated suppliers and focused on reliability of supply, flexibility, and financial security.

**Green Mountain Power Corp:** Advisor to this integrated electric utility on regulatory strategy and power supply management issues. Assisted in the resolution of the treatment of out-of-market power supply costs in a manner that restored the financial health of the corporation.

**Hydro-Quebec:** Assisted Hydro-Quebec in renegotiating long-term power supply contracts with Vermont Utilities including participation in strategy development and negotiations.

#### Utility Planning and Management

**British Gas - Public Gas Supply:** In anticipation of competition, assisted the company in formulating plans to reengineer its customer service functions including metering, billing and collections, and customer relations.

**KeySpan Energy:** Retained by the company to evaluate the effectiveness of the process employed to determine the need for and to manage the acquisition and delivery of legal services. Directed an analysis of opportunities to reduce costs or improve delivery of information technology services through outsourcing.

**Orlando Utilities Commission:** Evaluated the financial structure of this integrated municipal utility and advised management on dividend policies and rate making strategies.

**Public Service Electric & Gas:** Lead Consultant and team facilitator on a Business Process Reengineering team in the Gas Business Unit of this company. Provided services relating to training, process evaluation, process redesign and implementation.

**Saskatchewan Power:** Directed an international team of consultants in an analysis of the current operational situation of this Provincial utility and developed strategic options available to the company to meet changing regulatory and economic conditions including M&A options and strategic power contracting opportunities.



**Philip B. Layfield | Consultant, Accion Group, LLC**

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**As an independent consultant to the energy industry** with more than thirty years of experience in domestic and international electric transmission, distribution, and maintenance, Philip Layfield assists Accion Group in reviewing and analyzing issues relating to transmission and distribution operations, costs and planning assumptions, and determinations. Mr. Layfield recently completed a review of proposed transmission upgrades to meet the requirements of Vogtle Units 3 and 4 in Georgia, a total of 2,400 MW of generation. He has reviewed the transmission and distribution operations, cost and planning assumptions, and determinations in a number of states, including systems with significant transmission congestion constraints in the Pacific Northwest, Georgia, Florida, and Hawaii.

**Experience**

- Independent consultant to the energy industry
- Over 30 years electric transmission and distribution experience
- Domestic and international transmission design and maintenance
- Energy policy design and implementation
- Project manager for multiple electric generation, transmission and distribution process improvement projects, including planning, design and implementation
- Strategic advisor to top management on planning, acquisition and operational improvements
- Project manager for design and implementation of improved operation and maintenance techniques for a broad range of international electric utilities
- Project manager for completion of acquisition integration and synergy capture efforts
- Team leader for electric operation and maintenance improvement efforts

**Major Clients**

**International**

British Gas	National Electricity Board (Malaysia)	South Western Electricity Board (England)
Electricity Commission of South Africa	North Eastern Electricity Board (England)	Trinidad and Tobago Electricity Commission
Guam Power Authority	Ontario Hydro	
Hydro Quebec		

**Domestic**

Atlanta Gas Light	Houston Lighting and Power	Portland General Electric
Baltimore Gas and Electric	Illinois Power	Public Service Electric and Gas
Brooklyn Union Gas	Kansas City Power & Light	Sierra Pacific Power
Colorado-Ute Electric	Niagara Mohawk	South Carolina Electric and Gas
Georgia Public Service Commission	PacifiCorp	Wisconsin Gas

**Industry Specialization**

Energy Control	Project Management	Transmission Construction Management
Energy Load Management	Strategic Planning	Transmission System Planning
Generation/Transmission Integration	Synergy Evaluation	
Operations Efficiency Planning	Transmission System Maintenance	

**Education**

Masters of Business Administration, George Washington University  
Bachelor of Business Administration, George Washington University

## Relevant Experience

### Competitive Procurement

**Arizona Corporation Commission:** Led the design and implementation of the competitive solicitation process for wholesale energy by Arizona's two largest utilities. As the first RFP conducted under new ACC standards, designed the protocols currently used in Arizona. Facilitated agreement among a wide range of interest groups.

**Gulf Power Company:** Led IE engagement for the solicitation of energy and capacity to meet system needs beginning in 2009 and for the Company's 2012 RFP. Oversaw the development of Gulf's RFP process, and participated in the development of all RFP documents.

**Hawaiian Electric Company, Inc.:** Served as IO for the solicitation of new generation on Maui beginning in 2012 and 2014. Currently serve as main contact and consultant during the IO process for Hawaiian Electric Company's Feed-In Tariff program. Assisted in the review of Hawaiian Electric's participation in the Big Wind Project.

**PacifiCorp:** As a lead member of Accion's IE team, advised the Oregon Public Utility Commission on PacifiCorp's decisions relating to base load resources expansion, strategic planning for power supply and delivery, supply/customer contracts, and the appropriateness of energy and capacity choices made by the utility.

**Portland General Electric:** Oversaw the IE process for PGE's renewable portfolio RFP. Proposals received included wind, biomass, geothermal, and wave-action generation.

**Tucson Electric Power Company:** Served as IE for six solicitations for renewable resources by TEP. Assisted TEP in designing protocols to meet Arizona's Renewable Energy Standard (RES). Advised the Company on solicitation process and design, bidder definition and qualifications, and evaluation standards and protocols.

### Construction Monitoring

Project Manager on behalf of several utilities for the construction of new generation and transmission.

### Regulation

Participated in rate review and design functions.

### Transmission and Distribution

**Allegheny Power:** Performed a generation unit maintenance scheduling study that provided a cost-benefit analysis of improved scheduling and resource allocation procedures.

**Arizona Public Service Company:** Performed an analysis of plant operation and scheduling procedures at the Four Corners Plant.

**Associated Electric:** Completed an analysis of operation and maintenance practices and procedures at the New Madrid generation station, including a review of appropriateness of staffing levels.

**Baltimore Gas and Electric Company:** Assisted with the design and implementation of a grid coordinate based field equipment location system for both gas and electric systems.

**Baltimore Gas and Electric Company:** Installed and assisted with the utilization of a production costing model to simulate the power generation, fuel burnt by unit, and the system loss of load probability over a 20-year planning horizon.

### Relevant Experience (continued)

**Baltimore Gas and Electric:** Assisted with the utilization of a unit commitment program to produce the most cost-efficient interconnection billing method.

**Baltimore Gas and Electric:** Team Advisor for an internal team that focused on reliability documentation and improvement. Recommendations were produced that led to reliability improvements.

**Bay State Gas:** Project Manager for process improvement efforts which included O&M cost reduction and activity based management.

**Big Rivers Electric:** Evaluated the transmission planning process and determined the import capability using load flow analysis under varying conditions.

**Boston Edison:** Performed an analysis of the cost impact of the New England Power Pool scheduling of Boston Edison generation.

**Brooklyn Union Gas:** Completed a study of the effectiveness of the support given to distribution operations by the Motor Transportation Function in conjunction with crew sizing and dispatch procedures.

**Central Iowa Power Cooperative:** Installed and utilized an economic dispatch approach to determine incremental system operating costs as a basis for ratemaking.

**Central Power and Light:** Prepared an evaluation of plant maintenance and its impact on net interconnection for all steam-electric units.

**City of Athens:** As part of the Athens automated load management project, determined hardware specifications and operating functions, designed load management experiment objectives, and testing criteria. Monitored the installation of the automated remote load control and data gathering equipment.

**City Public Service Board:** Installed and customized the production costing model to assist with the planning of gas and coal generation expansion.

**Colorado-Ute Electric Association:** Conducted a review of management audit recommendations in the generation, transmission, system planning, data processing, and material management areas.

**Colorado-Ute:** Completed an operations, maintenance, and staffing study for the Hayden and Craig power plants.

**Consolidated Edison:** Assisted in system integration to meet utility operating requirements; also assisted in specifying factory acceptance testing procedures for the energy management system.

**Consolidated Edison:** Assisted with the use and modification of the production costing model.

**Consumers Power:** Performed an evaluation of construction scheduling and control techniques for the Midland units 1 and 2.

**Detroit Edison:** Assisted with the utilization of the production costing model to simulate operation of the Luddington pumped storage unit.

**Electric Power Research Institute:** Participated in Task 6 of the electric utility rate design study, which estimated the benefits of peak-load pricing for electric utilities.

**Electric Utility Associates:** As part of an analysis of merger viability, conducted a study of the potential efficiencies and benefits that would result from a merger of EUA with Unital. The study scope focused on the distribution and transmission system characteristics / compatibilities and system dispatch.



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### Relevant Experience (continued)

**Electricity Supply Commission of South Africa:** Conducted a thorough analysis of the generation operation, maintenance, and system dispatch activities for this large system. Assisted in the implementation of recommendations which produced substantial improvements in system operating procedures.

**Florida Power & Light:** Modified the production costing program to meet system planning requirements.

**Florida Power Corporation:** Installed and assisted with the utilization of a unit commitment program to perform economic dispatch and interchange evaluation functions.

**Guam Power Authority:** Identified operating and maintenance service criteria to serve as future standards in transmission, distribution, and substation areas. Reviewed the progress made toward accomplishing these standards on an annual basis over a multi-year period. During the annual reviews made specific improvement recommendations that have led to significantly enhanced system performance.

**Gulf States Utilities:** Completed an evaluation of interconnection economics and its impact on the value of reduced outage rates.

**Houston Lighting and Power:** Completed an organization and staffing study that covered operations, maintenance, and coal handling for Parish units 5 and 6.

**Houston Lighting and Power:** Directed the installation of an automated maintenance planning system that included equipment history analysis, preventive maintenance scheduling, backlog reporting, and work scheduling.

**Houston Lighting and Power:** Performed an evaluation of material control procedures for the construction of the South Texas Project.

**Hydro Quebec:** Team process and content advisor for a transmission process improvement analysis, which evaluated the improvement potential for substation and transmission construction, maintenance, and operation.

**Illinois Power:** Directed the installation and utilization of a system simulation model for assessment of various load management alternatives.

**Illinois Power:** Team Leader for extensive quality and productivity improvements in the areas of electric generation, transmission, substation engineering, distribution O&M and distribution construction.

**Indiana Gas:** Project Manager for a focused process improvement effort which covered new service installation, system reliability and measurement and customer inquiry.

**Jersey Central Power & Light:** As part of a complete management audit evaluated the transmission, distribution, substation operation, maintenance, planning functions, dispatch, and power pooling activities.

**Kansas City Power & Light:** Determined the simultaneous import limit using load flow studies to evaluate contingencies.

**Laclede Gas Company:** Conducted the review of the system operation and maintenance areas during a comprehensive management review.

**Mississippi Power & Light:** Conducted an analysis of construction planning and control procedures for Grand Gulf.

**Mississippi Power & Light:** Conducted an analysis of maintenance at all steam-electric plants, including maintenance work scheduling, preventive maintenance, and outage history.

**Missouri Public Service Company:** Utilized a unit commitment model to simulate system operations so that costs for various system plans could be evaluated.

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### Relevant Experience (continued)

**National Electricity Board (Malaysia):** Performed an analysis of generation and transmission operations, maintenance and staffing procedures with recommendations leading to performance improvements.

**National Fuel Gas:** Project Manager for an engagement that covered meter reading, property restoration, customer inquiry and service installation.

**New Jersey Natural Gas:** Conducted the review of the system operation and maintenance areas during a comprehensive management review.

**New York Power Pool:** Installed and assisted with the utilization of a unit commitment program to perform interchange billing for all New York power companies.

**Niagara Mohawk Power:** Directed an evaluation of load management objectives and determined the appropriate distribution automation functions and equipment to be included as part of the specifications for a new energy management system.

**Niagara Mohawk Power:** Team Leader for process improvement teams which focused on transmission and substation preventive maintenance, power generation, power billing and power dispatch.

**North Eastern Electricity Board (England):** Prior to privatization, assisted this utility in evaluating their performance along the lines of the new national standards. Recommended improvements in operating procedures which would assist in meeting the new standards and increasing their allowable rate return.

**Pacific Gas and Electric:** Conducted an analysis of the appropriateness of hydro and geothermal generation operation and dispatch procedures.

**Palo Verde Nuclear Generating Station:** Performed an evaluation of the construction and scheduling costs of this station.

**Pennsylvania Power & Light:** As part of a complete management audit evaluated the transmission, distribution, substation operation, maintenance, planning functions, dispatch, and power pooling activities.

**Pennsylvania Power Company:** Completed an evaluation of maintenance practices at the Bruce Mansfield Plant.

**Philadelphia Electric Company:** Performed a feasibility study concerning the application of improved generation maintenance planning procedures.

**Philadelphia Electric:** Assisted with the preparation of energy management system specifications to be included as part of the request for proposal submitted to hardware suppliers.

**Piedmont Natural Gas:** Conducted the review of the system operation and maintenance areas during comprehensive management audit.

**Public Service Electric and Gas:** Team Leader for process improvement teams which focused on new service installation, dusk to dawn lighting and gas operations.

**Public Service of Colorado:** Assisted with the use and modification of the production costing model.

**Public Utility Control Authority of Connecticut:** Directed an evaluation of the impact of the elimination of master metering.

**San Diego Gas & Electric:** As part of a complete management audit, evaluated the generation, transmission and distribution operation and maintenance functions and the dispatch and power pooling activities.

**Sierra Pacific Power:** Completed a review of the system's interchange capability, which included load flow analysis under varying operating conditions. Made recommendations concerning potential power pooling opportunities.

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### Relevant Experience (continued)

**Sierra Pacific Power:** Performed a system operation study which included analysis of interchange flows and membership within the Northwest and Intercompany power pools.

**South Carolina Electric and Gas:** Working with a team of dispatch personnel, formulated and implemented a set of new interchange procedures designed to maximize energy transactions. This implementation resulted in significant flow increases and yielded multi-million dollar benefits.

**South Western Electricity Board (England):** Prior to privatization, assisted this utility in evaluating their performance along the lines of the new national standards. Recommended improvements in operating procedures which would assist in meeting the new standards and increasing their allowable rate return.

**Southern Indiana Gas and Electric:** Project Manager of a focused re-engineering effort which concentrated on electric transmission and distribution engineering, customer inquiry, payment processing and gas operations.

**Tampa Electric Company:** Assisted TECO and their hardware supplier in the formulation of functional specifications for both hardware and software components of the load management and distribution automation portions of their new energy control system.

**Tennessee Valley Authority:** Prepared an evaluation of plant maintenance procedures at the Gallatin Steam Plant.

**Texas Electric Utilities:** As part of a complete management audit, evaluated the generation operation and maintenance functions and the dispatch and power pooling activities.

**Texas Utilities:** Completed an analysis of energy management and SCADA system suppliers' qualifications and capabilities as part of vendor qualification.

**Toledo Edison:** Performed an analysis of the effectiveness of distribution field crew operation.

**Tri-State Generation and Transmission:** Performed a review of management practices and procedures.

**Trinidad and Tobago Electricity Commission:** Completed a review of the generation operation and maintenance functions, system dispatch, transmission operation, system planning and engineering. Recommendations were made which when implemented led to enhanced performance, operating, and maintenance efficiencies.

**Wisconsin Electric Power:** Assisted with the implementation of short-term load forecasting methods for the real time energy control project.

**Wisconsin Gas:** Project Manager of a company-wide re-engineering effort which is achieving an integrated whole company strategy, organizational alignment, union enthusiasm, recognition of customer values, focus on measurement and O&M cost per customer reductions needed to be competitive.

## **Sheri Vincent-Crisp | Consultant, Accion Group, LLC**

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**Sheri Vincent-Crisp brings nine years of experience** in the energy industry to Accion Group's consulting engagements. Specializing in the design and maintenance of Accion Group's competitive procurement websites for clients such as the Georgia Public Service Commission and Portland General Electric, Ms. Vincent-Crisp is critical to Accion Group's competitive energy solicitation process management. As a consultant, Ms. Vincent-Crisp functions as a project manager for Accion's role in wholesale energy procurements, and also offers our clients in-depth tutorials of Accion's RFP website functions, ensuring clarity and ease of use during the procurement process.

### **Experience**

- Competitive procurement website design and maintenance
- Independent Monitor for energy procurement and solicitation websites
- Project Manager for Wholesale Energy Procurements
- Tutorials for RFP procurement websites
- Seven years energy industry experience

### **Major Clients**

- Arizona Corporation Commission
- Arizona Electric Power Cooperative
- Black Hills Energy
- Bonneville Power Administration
- Georgia Public Service Commission
- Gulf Power Company
- Hawaiian Electric Company

- NH Nuclear Decommissioning Financing Committee
- New Hampshire Public Utilities Commission
- PacifiCorp
- Pacific Gas & Electric
- Portland General Electric Company

- Public Utilities Commission of Oregon
- Southern California Electric Company
- Southwest Public Power Resources Group (SPPR)/Arizona Electric Power Cooperative (AEPCO)
- Tucson Electric Power
- Xcel Energy

### **Industry Specialization**

- Communications
- Competitive Energy Solicitation Process Management
- Graphic Design

- IT Consulting – Website Support
- Nuclear Decommissioning Financing Planning
- Project Management

- Renewable Energy Solicitations
- Web Design and Maintenance
- Wholesale Resource Procurement

### **Education**

B.F.A University of New Hampshire

**Nick Wintermantel** | Consultant, Accion Group, LLC

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**With more than 13 years of experience in regulated utility planning and electric market modeling**, Mr. Wintermantel provides Accion Group with extensive expertise in its evaluation of power and capacity procurements for competitive solicitations across the country. His broad-based utility planning background includes Integrated Resource Planning, RFP evaluations, environmental compliance analysis, asset management, financial risk analysis, reliability planning, and contract structuring. Mr. Wintermantel provides extensive knowledge in electric market models and evaluation methodologies used for resource planning and reliability planning. As a consultant with Accion Group, Mr. Wintermantel has participated in several competitive procurement solicitations and has performed multiple reliability studies for large power systems, including the Tennessee Valley Authority. Prior to joining Accion Group, Mr. Wintermantel was employed by the Southern Company where he served in various resource planning and generation development roles.

**Experience**

- Served on IE teams to evaluate assumptions, models, and methodologies for competitive procurement solicitations
- Performed financial and risk analysis for utilities, developers, and manufacturers
- Managed detailed System Resource Adequacy Studies for utilities across the country
- Demand-side resource evaluation
- Principal, Astrape Consulting, LLC
- Developed future retail projects for operating companies while at the Southern Company including Kemper IGCC Project
- Asset Manager, Southern Company Services
- Structured wholesale power contracts for Combined Cycle, Pulverized Coal, Simple Cycle, and IGCC Projects
- Model development to forecast market prices and evaluate financials of new generation projects
- Bid development for competitive RFPs
- Senior Engineer for Southern Power Company (Subsidiary of Southern Company)

**Major Clients**

- |  |                                   |                                       |
|--|-----------------------------------|---------------------------------------|
| Arizona Public Service                 | FERC                              | Portland General Electric             |
| California Public Utilities Commission | Georgia Public Service Commission | Sacramento Municipal Utility District |
| Duke Energy                            | Kentucky Utilities                | Southern California Edison            |
| EISPC                                  | Louisville Gas & Electric         | Southern Company Service              |
| ERCOT                                  | Lower Colorado River Authority    | SPPR Group                            |
|  | NARUC                             | Tennessee Valley Authority            |
|  | Public Service Company of Mexico  |                                       |

**Industry Specialization**

- |                          |                                   |                              |
|--------------------------|-----------------------------------|------------------------------|
| Asset Evaluation         | Environmental Compliance Analysis | Renewable Project Evaluation |
| Asset Management         | Financial Analysis                | Resource Adequacy Planning   |
| Competitive Procurement  | Generation Development            |                              |
| Electric Market Analysis | Integrated Resource Planning      |                              |

**Education**

- MBA, University of Alabama at Birmingham – Summa Cum Laude
- B.S. Mechanical Engineering, University of Alabama – Summa Cum Laude



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## Relevant Experience

### ▶ Competitive Procurement

**Arizona Public Service:** Served on Independent Monitor Team for RFP seeking renewable generation. Responsible for validating methodology, monitoring the evaluation and communication between bidders and the utility, and recommending a short list to state regulators. Provided recommendations to improve both the bid form structure as well as the evaluation.

**SPPR Group:** Served on Independent Evaluator Team for RFP seeking base load capacity. Responsibilities included developing scoring criteria and validating the inputs, models, and evaluation methodology. Recommended several changes to improve the evaluation methodology which resulted in a final short list to be approved by state regulators.

### ▶ Renewable Energy Projects

**Emcore:** Provided financial and risk analysis on solar photovoltaic projects. Demonstrated pricing necessary for project viability and made recommendations to improve project economics.

**Sacramento Municipal Utility District:** Responsible for providing economic analysis on a proposed District Energy System. Developed economic dispatch model for combined heat and power plant to be dispatched against electric and thermal loads. Provided recommendations that would enhance the economics of the project including fuel source and project sizing.

### ▶ Risk Management

**Lower Colorado River Authority:** Provided due diligence and financial analysis on a complex base load offering. Provided recommendations and demonstrated risks associated with the project including construction costs, operational risks, and financial risks.

### ▶ Strategic Energy Planning

**Southern Company Services:** Developed the business case for a base load resource representing all its benefits to the system including fuel diversity, environmental risk mitigation, and economics. Provided detailed economic analysis and other benefits to state regulators for certification of resource.

### ▶ Transmission and Distribution

**ABB:** Responsible for developing business case analysis for a transformer design used for wind and solar projects. Equipped client with the economics surrounding its product in light of overall project economics and recommendations on how to demonstrate that value to developers. Also responsible for developing an application to allow customers to evaluate the economics of transformer designs.

### ▶ Utility Planning and Management

**PPL - Louisville Gas & Electric and Kentucky Utilities:** Performed Reliability Studies including Reserve Margin Analysis for its Integrated Resource Planning Process. This study included the probabilistic simulations regarding load uncertainty, generator performance, and weather uncertainty. Planning Reserve Margin to Company based on lowest cost and risk to

customers.

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### **Relevant Experience (continued)**

**Tennessee Valley Authority:** Performed various reliability planning studies including Optimal Reserve Margin Analysis, Capacity Benefit Margin Analysis, and Demand Side Resource Evaluations using the Strategic Energy and Risk Valuation Model (SERVM) which is proprietary reliability planning software. Recommended a new planning target reserve margin for the TVA system and assisted in structuring new demand side option programs.

### **Other Utility Experience**

#### **Southern Company Services:**

- Detailed production cost modeling and market price forecast experience
- Economic commitment and dispatch of resources
- Environmental compliance versus retirement analysis
- Regulatory filings
- Wholesale contract negotiations