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## RESUME OF GREGG EISENBERG

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### AREAS OF QUALIFICATION

Competitive bidding resource selection, integrated resource planning, resource modeling, utility regulation, and independent evaluation services.

### EMPLOYMENT HISTORY

- ◆ President, Eisenberg Energy, Boulder, CO, 2012-present
- ◆ President, Iron Mountain Consulting, Boulder, CO, 2004-present
- ◆ Senior Consultant, E Source, Inc., Boulder, CO, 1996-2003
- ◆ Energy Analyst, Land and Water Fund of the Rockies, Boulder, CO, 1992-1995

### EDUCATION

- ◆ Boston University, M.A., Center for Energy Studies, (*Presidential Fellow*), 1992
- ◆ University of California, Santa Cruz, B.A., History, 1988

### PROFESSIONAL EXPERIENCE

Mr. Eisenberg has 20 years of experience in the utility and energy industries. The following projects are a sample of projects that he has undertaken:

- Currently acting on State Independent Evaluation Monitor (IEM) teams for the Arkansas PSC (2012-2015) and the Missouri PSC (2013-2015), overseeing all energy efficiency program evaluation activities, filing testimony on protocol for carbon dioxide accounting and accounting for “non-energy benefits”.
  - Currently providing independent evaluation services in Southern California Edison’s (SCE) 2014 ES RFO solicitation for new energy storage supplies. Mr. Eisenberg is assisting Sedway Consulting in evaluating bid packages and monitoring negotiations with bidders and internal SCE meetings.
  - Provided independent evaluation services in San Diego Gas and Electric’s (SDG&E) 2013 and 2014 solicitations for greenhouse gas (GHG) offset credits. Mr. Eisenberg assisted Sedway Consulting in evaluating bids and monitoring negotiations with bidders.
  - Provided consulting services to the Department of Energy’s Technical Assistance Partnership for Combined Heat and Power (TAP CHP), providing assessment and feasibility analysis of potential applications.
  - Provided independent evaluation services in Southern California Edison’s (SCE) 2013 Local Capacity Requirements (LCR) Request for Offers for new energy supplies and replacement power for retired nuclear power plants and steam generation with once-
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through cooling. Mr. Eisenberg assisted Sedway Consulting in evaluating bid packages, data management, and monitoring negotiations.

- Assisted Sedway Consulting in providing independent evaluation services in Duke Energy Florida's (DEF) 2013 generation resource solicitation project solicitation for over 1,600 MW of new power supplies.
  - Provided independent evaluation services in Southern California Edison's (SCE) 2012 All-source solicitation for new energy supplies. Mr. Eisenberg assisted Sedway Consulting with evaluating bids and processing data.
  - Provided independent evaluation services in SCE's 2011 Renewables Portfolio Standard (RPS) solicitation for new renewable energy power supplies. Mr. Eisenberg assisted with evaluating bids, managing data, reviewing SCE's modeling results, monitoring negotiations between SCE and counterparties, and calibrating Sedway Consulting's Renewable Bid Evaluation Model.
  - Provided independent evaluation services in SCE 2010 All-source solicitation for new power supplies. Mr. Eisenberg assisted with evaluating bids, managing data, reviewing SCE's modeling results, monitoring negotiations between SCE and counterparties, and inputting information for Sedway Consulting's Response Surface Model (RSM).
  - Provided independent evaluation services in Pacific Gas and Electric's (PG&E) 2008 long-term solicitation for new power supplies. Mr. Eisenberg assisted with evaluating bids, managing data, reviewing PG&E's modeling results, monitoring negotiations with counterparties, and inputting information for Sedway Consulting's RSM.
  - Provided independent evaluation and monitoring services for negotiations between a private hydrogen-energy project developer and three major California investor-owned utilities for construction and operation of a 250 MW integrated gasification combined-cycle (IGCC) plant (2010).
  - Evaluated 18 repowering options at an existing coal plant. Advised on NO<sub>x</sub> and CO<sub>2</sub> reduction strategies; analyzed engineering issues; and modeled the economics, emissions and water impacts of 18 conventional and renewable/hybrid energy options. (2010).
  - In Arkansas as part of an independent evaluation monitoring (IEM) Team, provided evaluation and monitoring services to the state working group to help establish and implement EM&V guidelines for the utilities of Arkansas and the Arkansas PUC. (2010-present).
  - Provided impact and process evaluation of PSNC's (Public Service of North Carolina) 2010 gas efficiency programs. (2012).
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- Estimated the size of energy efficiency potential in commercial buildings in the state of Colorado and outlined key market trends, barriers and opportunities, for the Colorado Governor's Energy Office. (2012).
  - Defined industry best practices and developed Statewide Protocols and guidelines for *Process Evaluation* of electric utility energy efficiency programs. For New York State (NYSERDA). (2011).
  - Defined industry best practices and developed Statewide Protocols for *Impact Evaluation*, including measurement and verification (EM&V), of electric and gas utility energy efficiency programs. For New York State (NYSERDA). (2010).
  - Assisted in the independent impact and process evaluation of numerous utility demand-side management and renewable energy customer incentive programs, including Southern California Edison, Pacific Gas & Electric, NYSERDA, Pacificorp, Xcel Energy, Bonneville Power Administration, etc. (2003-present).
  - Analyzed the utility industry's policies and activities regarding grid modernization, peak load shaving, integration of distributed and renewable energy technologies, and other topics related to "Smart Grid". Studied how conventional generation can be used to firm intermittent resources and evaluated the tools used by utilities to determine the economic benefits of smart grid investments. (2009).
  - Member of Independent Evaluation Team that analyzed success and failure factors in California's *Self-Generation Incentive Program* and the *California Solar Initiative*, the programs through which California utilities provide financial incentives for and promote customer-owned generation. (For California Public Utilities Commission, 2008).
  - Part of Independent Evaluation Team that evaluated and analyzed success factors in State of New Jersey customer-owned renewable energy incentives and propose regulatory solutions. For New Jersey Board of Public Utilities (2007).
  - Reviewed numerous utility integrated resource plans to evaluate the planning tools, planning assumptions and modeling techniques used to select least-cost power generation resources. Modeled the economic and environmental cost-benefits of owning and operating emerging technologies versus conventional technologies and helped develop and propose regulatory solutions.
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## RESUME OF SCOTT HAASE

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### AREAS OF QUALIFICATION

Renewable energy technology and cost characterization, independent proposal review and evaluation, technical and economic feasibility assessments, transmission analysis, energy policy and market analysis.

### EMPLOYMENT HISTORY

- ◆ Lab Program Manager, National Renewable Energy Laboratory (NREL), Golden, CO 2007- Present
- ◆ President, BioSun Renewables, LLC, Lakewood, CO, 2006-present
- ◆ Renewable Energy Engineer, Lockheed Martin, Lakewood, CO 2006-2007
- ◆ Manager of Denver Operations, McNeil Technologies, Lakewood, CO, 1998-2006

### EDUCATION

- ◆ Washington University, M.S., Engineering and Policy, 1992
- ◆ University of Vermont, B.S., Mechanical Engineering, 1986

### PROFESSIONAL EXPERIENCE

Mr. Haase has over 22 years of direct experience in the renewable energy industry. His expertise includes biomass, wind, solar and geothermal technologies. Sample projects are described below:

- Mr. Haase manages NREL's relationship with the U.S. Department of the Interior (DOI) and its bureaus. In this role, he serves as liaison to the Office of the Secretary of the Interior. He works across DOI, DOE and NREL senior leadership to coordinate deployment of NREL's resources (solar, wind, offshore, geothermal, biomass, CHP, transmission, grid integration) to meet DOI's programmatic and technical needs related to energy development on U.S. public lands.
    - Manages utility-scale renewable energy and transmission line corridor planning studies for the Bureau of Land Management. Provides BLM leadership with market and policy analysis support related to utility planning efforts in the western U.S.
    - For the U.S. Bureau of Reclamation, leading a project that is developing long term clean energy transition plans for the 2,250 MW Navajo Generating Station.
    - Leading a renewable planning analysis for the Salton Sea Authority, which seeks to develop geothermal, solar and transmission lines from the Imperial and Coachella valleys in California.
  - As a subcontractor to Sedway Consulting, Mr. Haase was a member of the IE teams for Pacific Gas and Electric (2006-2007) and Southern California Edison (2006-2008)
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Renewables Portfolio Standard (RPS) solicitations. In this capacity, he reviewed renewable energy offers submitted by IPPs from a technical, financial and economic perspective, estimated projected impacts of short-listed projects on California's Supplemental Energy Payments (SEP) program, monitored PPA negotiations between the utilities and developers, and estimated transmission costs.

- While with Lockheed Martin, provided project development support to the Bureau of Indian Affairs for over 20 Indian tribes. Technology areas included biomass power, solar (PV) and large scale wind (50 MW-1,000MW). Responsibilities included technology analysis, review of wind lease term sheets, siting studies, environmental compliance, economic analysis, resource assessment, and assessment of financing options for tribes.
  - Program Manager/technical consultant for a \$1.2 million contract with the California Energy Commission. Program sought to develop strategic valuation of renewable energy technologies. Developed technical, economic and environmental performance characteristics for geothermal, wind, PV, CSP, solid biomass, biogas and small-scale hydro technologies for the period from 2003-2017. Determined the optimum locations to deploy renewables based on resource availability in given areas, transmission system constraints and load growth, expected costs of generation, and expected economic and environmental benefits.
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## RESUME OF JENNIFER MCDIARMID

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### AREAS OF QUALIFICATION

Competitive bidding resource selection, integrated resource planning, asset valuation, and transmission analysis

### EMPLOYMENT HISTORY

- ◆ Independent Consultant, founder of Jennifer McDiarmid Consulting LLC, Boulder, CO, 2002-present
- ◆ Consultant, Stratus Consulting, Inc., Boulder, CO, 1999-2000
- ◆ Analyst, Global Energy Business Sector, PHB Hagler Bailly, Inc., Boulder, CO, 1996-1999

### EDUCATION

- ◆ University of Colorado, M.S., Applied Mathematics, 1994
- ◆ Swarthmore College, B.A., Mathematics, 1989

### PROFESSIONAL EXPERIENCE

Ms. McDiarmid has approximately 20 years of experience in the utility and energy industries. The following projects are a small sample of the projects that she has undertaken:

- Implemented and processed bids in Sedway Consulting's Energy Storage Evaluation Model, calculating energy and ancillary services revenues for proposed energy storage units for California utility solicitations.
  - Implemented and processed bids in Sedway Consulting's Renewable Bid Evaluation Model (RBEM) for various California utility solicitations for renewable power supplies (2008-present). Implemented alternate models for specific renewable, demand response, energy storage, and transmission limited proposals. Implemented Sedway Consulting's model for evaluating energy call options.
  - Provided independent evaluation services in over a dozen Southern California Edison (SCE) power supply solicitations, including reviewing and suggesting corrections to utility modeling results, reviewing contracts, and monitoring bidder negotiations. The most recent large solicitation was SCE's 2013 Local Capacity Requirements Request for Offers that sought 1,900-2,500 MW of new conventional, renewable, and energy storage power supplies as well as energy efficiency and demand response resources.
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- Provided independent evaluation services in two of Pacific Gas and Electric's (PG&E) long-term solicitations for over 3,000 MW of new power supplies. Ms. McDiarmid assisted with the review of PG&E's modeling results and the calibration of Sedway Consulting's Response Surface Model (RSM). She evaluated the pricing and risk elements of a subset of offers and performed a comprehensive review and comparison of intermediate and final forms of the ultimate power supply contracts that resulted from the solicitation.
  - Participated in the independent evaluation of proposals received in response to Florida Power & Light's (FP&L) solicitations for 1,100 MW and 2,400 MW of new capacity in 2003 and 2005, respectively. Ms. McDiarmid reviewed FP&L's modeling results, assisted with the calibration of Sedway Consulting's RSM, and ensured that consistent modeling assumptions and procedures were being followed.
  - Assisted in the independent evaluation of Xcel Energy/Northern States Power's resource additions in two separate solicitations for new power supplies commencing in the 2005-2009 time frame. In the first solicitation, contingent proposals were received that could serve as replacement contracts for 1,100 MW of nuclear capacity if NSP were forced to decommission its Prairie Island power plant. In the second solicitation, NSP sought approximately 1,000 MW of new supplies to supplement its existing supply portfolio.
  - Assisted the evaluation of Public Service Company of Colorado's (PSCo) resource additions as part of an independent third party evaluation team. Ms. McDiarmid assisted with the development of the request for proposals and reviewed offers for resources commencing in the 2000-2001 time frame. Also, she participated in a parallel solicitation for near-term resources in PSCo's 1999 Near-Term Supply Adequacy (NTSA) process.
  - Assisted in a solicitation for participation in a major transmission project interconnecting PSCo and Southwestern Public Service (SPS). As the first major inter-reliability-council transmission project in the era of open access, FERC required that SPS and PSCo solicit third-party interest in participation. This project required the development of an RFP and evaluation of responses for both equity participation and long-term transmission service for over 21 alternative high-voltage AC/DC/AC transmission projects. The evaluation focused on the costs and intangible risks of different transmission alternatives relative to the benefits and savings associated with increased economy interchange, avoided future generating capacity, and reductions in single-system spinning reserve and reliability requirements.
  - Participated in an analysis of work-out plans for a bankrupt mid-Western generation and transmission cooperative.
  - Performed numerous hydro and fossil-fueled generation asset valuations.
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## RESUME OF ALAN S. TAYLOR

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### AREAS OF QUALIFICATION

Independent evaluation services for competitive bidding resource selection, integrated resource planning, market analysis, risk assessment, and strategic planning

### EMPLOYMENT HISTORY

- ◆ President, Sedway Consulting, Inc., Boulder, CO, 2001-present
- ◆ Senior Member of PA Consulting, Inc., Boulder, CO, 2001
- ◆ Vice President, Global Energy Business Sector, PHB Hagler Bailly, Inc., Boulder, CO, 2000
- ◆ From Senior Associate to Principal, Utility Services Group, Hagler Bailly Consulting, Inc., Boulder, CO, 1991-1999
- ◆ Senior Consultant, Energy Management Associates, Atlanta, GA, 1983-1988
- ◆ Internships at: Pacific Gas & Electric Company, San Francisco, CA (1990)  
Lawrence Berkeley National Laboratory, Berkeley, CA (1989-1991)  
MIT Resource Extraction Laboratory, Cambridge, MA (1982)  
Baltimore Gas and Electric Company, Baltimore, MD (1980)

### EDUCATION

- ◆ Walter A. Haas School of Business, University of California at Berkeley, MBA, Valedictorian, Corporate Finance, 1991
- ◆ Massachusetts Institute of Technology, BS, Energy Engineering, 1983

### PROFESSIONAL EXPERIENCE

- ◆ Conducted numerous competitive bidding project evaluations for conventional generating resources, renewable facilities, and off-system power purchases; analyzed thousands of such power supply proposals.
- ◆ Developed and/or reviewed dozens of requests for proposals for utility resource solicitations.
- ◆ Assisted in or monitored contract negotiations with hundreds of shortlisted bidders in utility resource solicitations.
- ◆ Testified on utility competitive bidding solicitation results, affiliate transactions, cost recovery procedures, rate case calculations, and incentive ratemaking proposals.
- ◆ Managed the development of market price forecasts of North American and European electricity markets under deregulation.
- ◆ Performed financial modeling of electric utility bankruptcy workout plans.
- ◆ Trained and assisted many of the nation's largest electric and gas utilities in their use of operational and strategic planning computer models.

**SELECTED PROJECTS****2015 California Solicitation for Capacity Resources**  
Client: Southern California Edison

Currently serving as the Independent Evaluator (IE) in Southern California Edison's (SCE) annual Resource Adequacy (RA) Request for Offers (RFO). Mr. Taylor is managing a team that is conducting an independent analysis of all offers, monitoring the negotiations with shortlisted bidders, and preparing for the submission and analysis of final offers that will result in contracts that will help the utility fulfill some or all of its California RA capacity requirements for 2016-2019.

**2015 Minnesota Solicitation for New Solar PV Resources**  
Client: Minnesota Power Company

Provided independent evaluation services in a focused solicitation for 10 MW of solar photovoltaic (PV) generation at a specific site in Minnesota. Power purchase agreement (PPA) bids were compared to the utility's selected engineering-procurement-construction (EPC) bid in which the utility would oversee the development of a project that it would ultimately own. The PPA bids were required to include buy-out provisions at various milestones during the terms of the PPAs. Mr. Taylor assisted with the development of the request for proposals (RFP), performed a parallel economic evaluation of the utility's EPC and all competing PPA proposals, monitored communications with bidders, and provided a report for filing with the Minnesota Public Utilities Commission regarding the results of the solicitation.

**2015 Florida Solicitation for Resources**  
Client: Florida Power & Light

Currently serving as the IE in a solicitation for over 1,600 MW of power supplies for Florida Power & Light's (FPL) supply portfolio that will be needed by mid-2019. Mr. Taylor assisted with the development of the RFP, participated in all bidder conferences, and conducted the bid-opening process for potential resources that might be able to satisfy the utility's capacity need – either instead of or in combination with the utility's proposed self-build resource.

**2014-2015 California Solicitation for Energy Storage Resources**  
Client: Southern California Edison

Currently serving as the IE in SCE's Energy Storage RFO that is seeking approximately 16 MW of energy storage resources to be developed in California as part of a regulatory requirement to promote the commercialization of utility-scale energy storage projects. Mr. Taylor is managing a team that has performed a parallel evaluation (to the utility's) of the initial indicative and final

energy storage offers (using Sedway Consulting's proprietary model). The team also monitored all negotiations with shortlisted bidders to ensure fair and consistent treatment of counterparties.

2014 **Analysis of Ohio Hedging Transaction**

Client: Ohio Energy Group

Analyzed and provided expert testimony in AEP-Ohio's Energy Security Plan/Standard Service Offer proceeding regarding the hedging and price stabilizing benefits of a proposed rider for the net benefits associated with utility's entitlement to the Ohio Valley Electric Corporation's generating assets.

2013- **California Solicitations for Resources and Energy Auctions**

2014 Client: Southern California Edison

Served as the IE in SCE's Local Capacity Requirements (LCR) RFO for 1,900-2,500 MW of new local capacity resources from energy efficiency, demand response, energy storage and/or gas-fired facilities. Also served as the IE for all five of SCE's 2013 reverse energy auctions of the dispatch rights to facilities under power purchase agreements executed with developers of facilities selected in the utility's 2006 New Generation RFO.

2013- **Florida Solicitation for Resources**

2014 Client: Duke Energy Florida

Provided Independent Monitor/Evaluator services in a solicitation for over 1,600 MW of power supplies for Duke Energy Florida's supply portfolio that were needed by the end of 2018. Mr. Taylor participated in all bidder conferences, was copied on all emails between the utility and bidders, performed an independent evaluation of all proposals, and testified before the Florida Public Service Commission regarding the solicitation's results.

2013 **Minnesota Solicitation for New Resources**

Client: Minnesota Power Company

Provided independent evaluation services in a solicitation for 220 MW of wind generation in Minnesota; bids were compared to the utility's proposal to develop its own wind farm. Mr. Taylor assisted with the development of the request for proposals (RFP), performed a parallel economic evaluation of the utility's facility and all competing proposals, monitored communications and negotiations with shortlisted bidders, and provided a report for filing with the Minnesota Public Utilities Commission regarding the results of the solicitation.

2013     **Kentucky Renewable Resource Analysis**  
Client: Kentucky Industrial Utility Customers

Provided expert analysis and testimony on behalf of customers of Kentucky Power regarding a renewable energy purchase agreement for output from a new 58 MW biomass facility that is expected on-line in 2017.

2006-     **California Solicitations for Conventional and Renewable Resources**  
2013     Client: Southern California Edison

Served as the IE in 23 solicitations for power or gas supplies in southern California – one, as noted above, for SCE’s 2013 LCR RFO, an earlier one for over 2,500 MW of new conventional resources, four for renewable energy purchases to help SCE meet its state Renewables Portfolio Standard (RPS) requirements, five for near-term capacity resources, eight for reverse energy auctions of the dispatch rights to facilities under power purchase agreements, and four for gas financial hedging products. Mr. Taylor managed a Sedway Consulting team to perform a parallel evaluation of all proposals, monitor communications and negotiations with power suppliers, and support the review of the final selected proposals by the Procurement Review Group – a collection of non-market-participant stakeholders and regulators who are/were provided confidential access to the evaluation results at intermediate stages. He has filed IE reports and sponsored testimony before the California Public Utilities Commission concerning the results of most of these solicitations.

2012     **Florida Solicitation for New Resources**  
Client: Tampa Electric Company

Served as an independent evaluator in a solicitation for 500 MW of power supplies in Florida. New capacity had to be on-line by 2017; bids were compared to the utility’s proposal to repower four existing combustion turbines into a larger combined-cycle facility. Mr. Taylor assisted with the development of the RFP, performed a parallel evaluation of all proposals, monitored communications and negotiations with contracting counterparties, and testified before the Florida Public Service Commission regarding the solicitation’s results.

2011     **Minnesota Solicitation for Wind Resources**  
Client: Minnesota Power

Provided independent evaluation services in a solicitation for 100 MW of wind generation in Minnesota. Proposals competed with a utility proposal to develop its own wind farm. Mr. Taylor assisted with the development of the RFP and performed a parallel economic evaluation of the utility’s facility and all competing proposals.

2005- **California Solicitations for Conventional and Renewable Resources**  
2010 Client: Pacific Gas & Electric

Served as the Independent Evaluator in four solicitations for new power supplies in northern California – one for 2,200 MW of new conventional resources, another for up to 1,200 MW of new generating resources from any source, and two others for between 1,400 and 2,800 GWh/year of renewable energy purchases. Mr. Taylor managed a Sedway Consulting team to perform a parallel evaluation of all proposals, monitor communications and negotiations with power suppliers, and support the review of the final selected proposals by the Procurement Review Group – a collection of non-market-participant stakeholders and regulators who were provided confidential access to the evaluation results at intermediate stages. He has filed IE reports and sponsored testimony before the California Public Utilities Commission concerning the results of most of these solicitations.

2007- **Florida Solicitation for New Resources**  
2008 Client: Florida Power & Light

Provided independent evaluation services in Florida Power & Light's solicitation for 1,250 MW of new power supplies for 2011. Mr. Taylor performed a parallel economic evaluation to that which was undertaken by the utility. His work efforts allowed all proposal parameters to be cross-checked and corrected where necessary. He sponsored testimony before the Florida Public Service Commission concerning the results of the solicitation evaluation.

2007- **Avoided Cost Analysis for Interruptible Loads**  
2008 Client: Public Service Company of Colorado

Provided an independent assessment of Public Service Company of Colorado's peaking resource avoided costs for use in the utility's development of customer credits for its interruptible service tariff.

2007- **Florida Solicitations for New Resources**  
2008 Client: Tampa Electric Company

Provided independent evaluation services in two separate Tampa Electric Company solicitations for 600 MW of new power supplies for 2013, as a market test for the utility's proposals to develop initially an integrated gasification combined cycle (IGCC) facility and later a gas-fired combined cycle facility.

2004- **Regulatory Support of Commission Staff**  
2005 Client: Utah Division of Public Utilities

Assisted staff for the Utah Division of Public Utilities in the division's efforts to analyze PacifiCorp's 2005 rate case. Mr. Taylor reviewed production cost modeling results and forecasts of system-wide fuel and purchase power costs.

2004- **Minnesota Solicitation for New Resources**  
2005 Client: Minnesota Power

Provided independent evaluation services in a solicitation for 200 MW of firm power supplies. Mr. Taylor reviewed all proposals and performed a parallel economic evaluation among proposed turnkey facilities and power purchases.

2004 **Canadian Solicitations for Conventional and Renewable Resources**  
Client: Ontario Energy Ministry

Participated in a broader consulting team and provided assistance in the development of RFPs for 2,500 MW of conventional resources and 300 MW of renewable resources. New long-term sources of power were sought to replace regional coal-fired generation.

2003- **Florida Solicitation for New Resources**  
2004 Client: Florida Power & Light

Provided independent evaluation services in Florida Power & Light's solicitation for 1,100 MW of new power supplies for 2007. Mr. Taylor performed a parallel economic evaluation of all proposals and reviewed, cross-checked, and corrected (where necessary) the utility's analyses. He sponsored testimony before the Florida Public Service Commission concerning the results of the solicitation evaluation.

2002- **Minnesota Solicitation for New Resources**  
2003 Client: Northern States Power

Assisted in the evaluation of a large number of multi-option proposals for new power supplies in the 2005-2009 time frame. Mr. Taylor was the independent evaluator in two separate solicitations. He managed a team of individuals in the evaluation of responses for both Requests for Proposals (RFPs). In the first solicitation, contingent proposals were received that could serve as replacement contracts for 1,100 MW of nuclear capacity if NSP were forced to decommission its Prairie Island power plant in 2007. In the second solicitation, NSP sought approximately 1,000 MW of new supplies to supplement its existing supply portfolio. The evaluation included the review of over a dozen proposed wind projects.

**2002 Florida Revisions to Bidding Rule**

Client: Consortium of utilities

Provided the Florida Public Service Commission with recommendations concerning appropriate revisions to the state's bidding rule. Mr. Taylor participated in public workshops to provide the benefits of his extensive experience in performing competitive bidding solicitations and to convey what changes should or should not be made to Florida's existing bid rule to ensure the selection of the best resources for the state's electricity customers.

**2002 Arizona Testimony Concerning Competitive Bidding Solicitations**

Client: Harquahala Generating Company, LLC

Filed testimony before the Arizona Corporation Commission in the Generic Proceedings Concerning Electric Restructuring Issues and Associated Proceedings. Mr. Taylor's testimony provided the Commission with information about competitive bidding processes that he had seen work in other states. Also, his testimony addressed various concerns that were raised by Arizona Public Service as to the feasibility of implementing competitive bidding in Arizona.

**2002 Florida Solicitation for New Resources**

Client: Florida Power &amp; Light

Provided independent evaluation services in Florida Power & Light's solicitation for 1,750 MW of new power supplies in the 2005-2006 time frame. Mr. Taylor performed a parallel economic evaluation to that which was undertaken by the utility. His work efforts allowed all proposal parameters to be cross-checked and corrected where necessary. Also, he provided suggestions on resource optimization modeling approaches that ensured the most comprehensive examination of thousands of potential combinations of proposals.

**2001 Wisconsin Testimony Concerning Competitive Bidding Solicitations**

Client: MidWest Independent Power Suppliers

Provided testimony in a proceeding before the Wisconsin Public Service Commission on behalf of a consortium of independent power producers. Mr. Taylor testified on the benefits and timing of a competitive bidding solicitation that Wisconsin Electric Power Company (WEPCO) should be ordered to conduct prior to the utility's development of \$2.8 billion in self-build generation facilities (embodied in a WEPCO proposal called Power the Future – 2). Without the benefits of a competitive solicitation, there would be no defensible means of ensuring that the utility's customers were being offered the best, most cost-effective resources.