

RESUME OF ALAN S. TAYLOR

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- **Minnesota Solicitation for Gas Combined Cycle Resources**
2016 Client: Minnesota Power Company

Currently providing independent evaluation services in a solicitation for up to 400 MW of gas-fired combined cycle resources for Minnesota Power. Mr. Taylor assisted with the development of the request for proposals (RFP) and is performing the economic evaluation of all of the proposals that were received, which includes a potential affiliate transaction.

- 2015- **California Solicitation for Capacity Resources**
2016 Client: Southern California Edison

Currently serving as the Independent Evaluator (IE) in Southern California Edison's (SCE) Preferred Resources Pilot Request for Offers (RFO). Mr. Taylor is managing a team that will conduct an independent analysis of all offers – a wide product variety that will include demand response, energy storage, distributed renewable generation, and combinations of product types. Also, the same team recently completed providing independent evaluation services for SCE's annual Resource Adequacy (RA) RFO, where Sedway Consulting conducted an independent analysis of all offers, monitored the negotiations with shortlisted bidders, and participated in the final selection of 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 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

Served 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- **California Solicitation for Energy Storage Resources**

2015 Client: Southern California Edison

Served as the IE in SCE's Energy Storage RFO that sought 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 managed a team that 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 & 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.