

**PROPOSAL TO PERFORM A
REVIEW AND ANALYSIS OF SWEPCO'S
RFP FOR SOLAR RESOURCES**

Response to RFP No. 19-04

March 13, 2019



Vantage Energy Consulting, LLC

Management Consulting and Energy Services

March 13, 2019

Kim Trosclair
Louisiana Public Service Commission Office of the General Counsel
602 North Fifth Street (Galvez Building) (70802)
P.O. Box 91154
Baton Rouge, Louisiana 70821-9154

Dear Kim:

Vantage Energy Consulting LLC, (Vantage) is pleased to respond to your request for a proposal to perform a review and analysis of Southwestern Power Companies plan to issue an RFP for solar resources. Vantage has extensive and recent experience in reviews of this type and with the procurement of solar resources by large utilities. This proposal will demonstrate those skills, provide a work plan for all aspects of the project and a budget that is based on the specific requirements of this project.

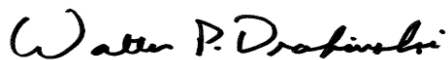
In preparing our Proposal, we wish to emphasize our willingness to work with The Louisiana Public Service Commission and the Staff to reach the required results in an efficient, cost effective and non-intrusive manner. Our firm is staffed by professional consultants who have conducted similar assignments with great success. We completed an audit of AEP Ohio's Purchased Power Contracts in December 2018 for the PUCO. Our contact information is:

Vantage Energy Consulting LLC
20844 4th Ave. West.
Cudjoe Key, FL 33042
Tel.: 305-744-3440; Fax: 305-744-3450; Cell: 305-394-0784
E-mail: wdrabinski@vantageenergyconsulting.com
Web Site: www.vantageenergyconsulting.com

All the information in this proposal is accurate. Further, Vantage is committed and able to perform all the work contained in the proposal. Vantage is in compliance with all RFP requirements.

Please note, Vantage is self-certified by the Federal Government as a Woman Owned Small Business (WOSB) and certified by the State of Florida as a Woman Business Enterprise (WBE).

Sincerely,



Walter P. Drabinski,
President and Primary Contact



Jean A. Gormley, CEO



Vantage Energy Consulting, LLC
Management Consulting and Energy Services

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Vantage Energy Consulting, LLC

Management Consulting and Energy Services

I. PROPOSAL SUMMARY

A. VANTAGE INTRODUCTION

Vantage Energy Consulting LLC, (Vantage) is pleased to respond to the Louisiana Public Service Commission ("Commission" or "LPSC"), request for a proposal to perform a review and analysis of Southwestern Power Companies plan to conduct an RFP for solar resources. This proposal will show Vantage's understanding of the project, the work required, our methodology, the experience and qualifications of our team, a breakdown of costs and timing, and details of the final report.

Vantage shall perform its review and investigation as an independent contractor. Any conclusions, results, or recommendations formulated by the consultant may be examined by any participant to this proceeding.

Vantage has served utilities, regulatory agencies and other energy-related organizations for over twenty-five years. In preparing this proposal, we will attempt to be complete and well organized in order that the LPSC Staff can readily understand our approach, related experience, and most importantly, the qualifications of our proposed project team.

The focus of Vantage has been the utility industry including companies and regulators. Vantage has performed over one hundred and fifty separate assignments. A summary of the number of different assignments performed by key Vantage consultants is included in the list below.

- 31 comprehensive and focused management audits;
- 6 specific assignments associated with procuring or reviewing or implementing plans for solar power.
- 12 attestation reviews of utility program expenditures;
- 8 prudence reviews of large capital projects;
- 27 affiliate audits;
- 29 fuel audits;
- 9 environmental compliance plans;
- monitored POLR auctions 32 times;
- testified before regulatory bodies approximately 150 times; and
- provided direct consulting advice to approximately 35 utilities or large utility related companies.



B. RELEVANT PROJECT EXPERIENCE

Vantage and its consultants have extensive experience working on, auditing or integrating solar projects into utility systems. Some of this experience includes:

- Vantage did extensive work of the Kentucky PSC on each utility's environmental compliance initiatives. One major project was the E.W. Brown Plant solar project. This is a 10-megawatt universal solar facility that stretches across 50 acres of the plant's property. It uses more than 44,000 solar panels on fixed tilt rack systems that are positioned to optimize the available sunlight for producing energy. Commercial operation began in spring 2016. The facility is projected to produce 19,000 megawatt-hours of energy annually, enough to provide energy for 1,500 homes based on a usage of 1,000 kilowatt hours per month.
- Vantage has an extensive and ongoing assignment with a large municipal utility in Florida. This utility, in conjunction with the Florida Municipal Power Agency (FMPPA), 12 other Florida municipal electric utilities and NextEra Florida Renewables, LLC, is developing a large-scale solar energy project. This joint effort, known as the Florida Municipal Solar Project, is one of the largest municipal-backed solar projects in the United States. Approximately 900,000 solar panels will be installed on three solar sites expected to be built in Osceola and Orange Counties.
- Vantage has worked to negotiate a solar contract between a large municipal utility in Florida and NextEra Florida Renewables, LLC, is a wholly owned, indirect subsidiary of NextEra Energy, Inc. (NYSE: NEE), which is the largest generator of renewable energy from the wind and sun in the world and the parent company of Florida Power & Light.
- Vantage is currently evaluating opportunities to expand the future solar generation of a large municipal utility in Florida. This is in addition to the above highlighted assignments. The assignment involves modeling hourly load for the utility, hourly output of the proposed solar under various installation scenarios with associated costs.
- Vantage, as part of an extensive assignment with the Virgin Islands PSC and Virgin Islands Water & Power Authority (WAPA) reviewed development of a 4.2 megawatt solar power generation plant on St. Thomas.
- In close coordination with the Niagara Mohawk R&D Department Mike Boismenu, successfully brought the emerging solar technology from a concept to reality in the company's service territory.

C. THE VANTAGE TEAM

In presenting our proposal, we first introduce our team and then our relevant experience for this assignment. We do this because, it is ultimately the team and experience it has that helps predict a successful engagement.

Our broad level of experience demonstrates the fair and balanced approach we have delivered in regulatory matters. We can bring to projects individuals with extensive experience as regulators; individuals with extensive experience as utility managers; and individuals with extensive experience in the restructuring of electric markets. Equally important, we bring a strong team approach in which we work closely with regulatory staff personnel. We stress team communication, no surprises and a healthy respect for the opinions of all parties. The table below introduces our team. Detailed resumes are provided in Chapter V of this proposal.

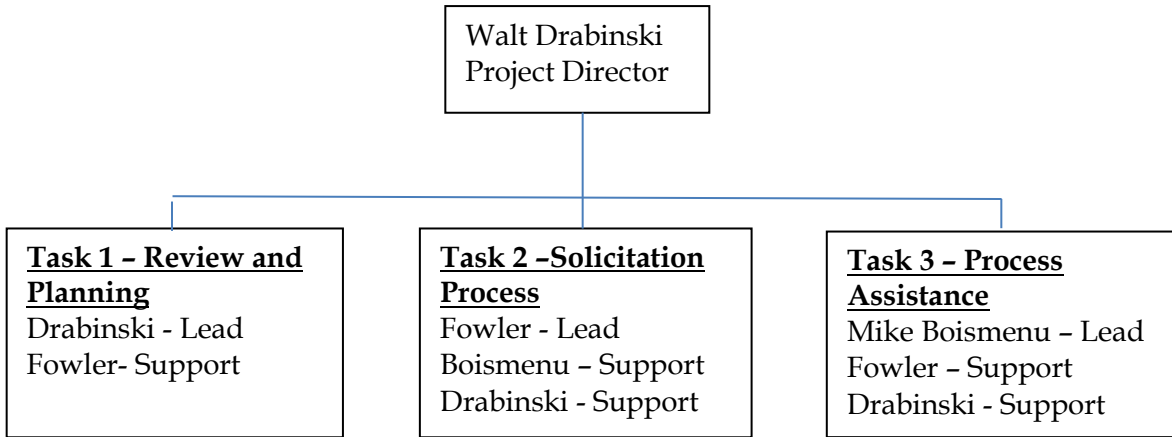
Consultant Name	Project Role
Walter P. Drabinski, BSEE, MBA	Project Director (Vantage) - Ten years' experience with a utility, over 25 years as a management consultant in the utility industry. Specializes in affiliate, financial, fuel, and management audits, M&A support, prudence reviews, and regulatory strategy. Has managed over 100 consulting projects.
Mark Fowler BS, MBA	Senior Consultant - Broad experience in the energy industry, particularly renewables, including wind, solar and biomass, as well as a comprehensive grasp of industry issues, such as distributed generation, combined heat & power (CHP), alternative energy, carbon constraints, power supply costs, transmission, deregulation, energy tariffs and legislative policy. Extensive experience in proforma development, project management and litigation avoidance. Career experience includes implementation of roughly \$3 billion in utility and renewable energy projects.
Michael Boismenu, PE (NYS)	Senior Engineer - Thirty years with large utilities in T&D Engineering, generation engineering and corporate, standards and engineering management. Fifteen years with Vantage. During his 25 years with Niagara Mohawk Power Corporation, he was responsible for the conceptual development, planning, implementation and verification of a significant number of complex engineering projects. One of those many projects was the operationalization of one of the industry's first solar projects. In close coordination with the



	Niagara Mohawk R&D Department we successfully brought the emerging solar technology from a concept to reality.
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D. PROJECT ORGANIZATION AND STAFFING

The selection of a team that has the breadth of experience on the topics involved as well as experience as a cohesive unit is key to projects of this complexity. We have proposed a team of experienced consultants who will work under the direction of Walt Drabinski.



E. FIRM DESCRIPTION

This section describes Vantage Energy Consulting, LLC, the firm, project organization, and the experience and qualifications of the team proposed to assist the Public Utilities Commission of Ohio on this assignment.

Vantage is a Florida State Certified Woman Business Enterprise (WBE) and is self-certified with the Federal Government as a Woman Owned Small Business (WOSB).

VANTAGE ENERGY CONSULTING, LLC (VANTAGE)

20844 4th Ave., West.
Cudjoe Key, FL 33042
Tel. (305) 744-3440/Fax (305) 744-3450
Web Site: www.vantageenergyconsulting.com
Email: wdrabinski@vantageenergyconsulting.com
Federal Tax ID #: 27-2585037

Vantage is a management consulting firm headquartered in Cudjoe Key, Florida with consultant offices located in Fort Thomas, KY, Ennis, MT, Dunkirk, NY and Atlanta, GA. Vantage consultants possess a broad background in all business aspects of electric, gas, and water utilities, but retain particular expertise in utility operating functions.

The Vantage team consists of highly experienced, trained consultants, covering virtually all functional work areas within a utility company. Vantage is staffed by a total of 12 full-time and contract consultants and administrative staff. These consultants have a diverse set of backgrounds, including engineering, accounting, economics, finance, chemistry, and psychology.

Vantage provides a broad range of consulting services to investor-owned utilities, independent power producers, regulatory agencies, state planning and environmental agencies, and law firms. While the majority of our assignments are tailored to the specific needs of the client, there are specific products and services which we offer.

F. RELATED EXPERIENCE

Over the years, government agencies have turned to Vantage when they needed the best firm for critical projects such as this.

SIMILAR REVIEWS

- Vantage, in December 2018, completed an audit of AEP Ohio's Purchase Power Agreements for the PUCO. All sources of purchased power were evaluated.
- Vantage assisted the Kentucky PSC in a five year review and oversight of generation facilities in Kentucky. This included the Kentucky Utilities, E.W. Brown Plant, a 10-megawatt universal solar facility. It uses more than 44,000 solar panels on fixed tilt rack systems that are positioned to optimize the available sunlight for producing energy. The facility is projected to produce 19,000 megawatt-hours of energy annually.
- Vantage, while assisting the Lake Worth Electric Utility (Lake Worth), reviewed and made recommendations regarding a large-scale solar energy project developed by the Florida Municipal Power Agency (FMPA), in conjunction with 12 Florida municipal electric utilities and NextEra Florida Renewables, LLC. This facility will begin providing power to Lake Worth in the summer of 2020.
- A second Florida joint effort, known as the Florida Municipal Solar Project is currently underway. It is one of the largest municipal-backed solar projects in the United States, with approximately 900,000 solar panels.



- Vantage has been coordinating planning between Lake Worth Electric and NextEra Energy, Inc which is the largest generator of renewable energy from the wind and sun in the world and the parent company of Florida Power & Light.
- Vantage is currently working with a municipal utility in long-term planning to determine the optimal amount of additional solar generation for the utilities portfolio. This involves detailed modeling of the current and projected utility loads by hour, anticipated solar output by hour, battery storage or virtual storage, solar panel degradation, fixed versus static array cost/benefit and anticipated retirements of existing fossil generation.
- Vantage, as part of a comprehensive management audit and during post audit assistance worked with the Virgin Islands PSC and the Virgin Islands Water and Power Company in the planning, construction review and start-up of a 4.2 megawatt solar power generation plant at Estate Donoe, St. Thomas.
- Vantage performed a review of the Southern California Edison’s Reliability Investment Incentive Mechanism (RIIM) Program. Vantage reviewed almost \$2 billion in expenditures dedicated to distribution system reliability, including grid tied solar projects.

LIST OF PAST VANTAGE PROJECTS

Company	Project
Allegheny Power Systems	Fuel Procurement Review
Alstom Development	Cogeneration Development
Ameritech	Review of merger savings
Ameren Illinois	Emergency response planning and development
American Water-New Jersey	Operations Audit
Aqualectra	Management Audit
Belize Electric Limited	Process Improvement
Bell Atlantic – New Jersey	Developed a cost activity analysis
BellSouth Services	Reviewed marketing opportunities for technical services
BellSouth	Review of customer service and financial systems
Central Hudson Electric and Gas	Management Audit
Choptank Electric Cooperative	Organizational Review
City of Colorado Springs Utilities	Operations Improvement Project
City of Corpus Christi	Process Reengineering
Cleveland Electric Illuminating	Fuel Procurement Review
Columbia Gas of Maryland	Fuel Procurement Review
Columbia Gas of Ohio	Credit and Collections Review
Columbus Southern Company	Fuel Procurement Review
Commonwealth Edison	Outage and Reliability
Consolidated Edison	Audit of emergency response
Contel California (Verizon)	Attestation Examination
Contel Service Corporation	Mgmt. and financial information systems rollouts.
Curoil	Management Audit

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Dayton Power & Light Company	Fuel Procurement Review
Dominion East Ohio	Credit and Collections Audit
Duke Energy Ohio	Credit and Collections Review
Duquesne Light Company	Comprehensive Operations Review
Entergy Corporation	Fuel Procurement Audit
Edmonton Power	Power plant work management system implementation
Entergy Corporation	Affiliate Transactions Review
East Kentucky Power Cooperative	Fuel Procurement Review
El Paso Natural Gas Company	Business Unit Reorganization, Reengineering
FERC	California Energy Crisis - Audit of ISO
General Waterworks Company	Comprehensive Operations Review
GTE of California	Attestation Examination
Hampton Roads, Va. Planning Com.	Emissions Credits Banking Strategy
Houston Light and Power	Nuclear Prudence Review
Indianapolis Power & Light	Review of storm response
Kansas City Power and Light	Construction Review and Prudency Testimony
Kentucky American Water Company	Comprehensive Operations Review
Kentucky Utilities Company	Merger Regulatory Support
Kentucky Utilities Company	Governmental Affairs Benchmarking
Kentucky Utilities Company	Comprehensive Operations Review
Louisville Gas & Electric Company	Merger Regulatory Support
Louisville Gas & Electric Company	Comprehensive Operations Review
Montana Power	Power Plant Outage Process Improvement
National Grid	Outage Response
National Grid	Construction Program Audit
New Hampshire Electric Cooperative	Emergency Response
NorthWestern Energy	Construction Review and Prudency Testimony
NYTEL	Affiliate Transactions Review
NRG Big Cajun 2 Coal Fired Power Plant	Operational Assessment
NRG Dunkirk Coal fired Power Plant	Plant Management
NRG Huntley Coal Fired Power Plant	Plant Management
NRG Indian River Coal Fire Power Plant	Organizational Design Assessment and Analysis
NRG Oswego Oil Fired Power Plant	Plant Management
NRG Texas Purchase	Purchase and Integration of Assets into the NRG System
PacifiCorp	Power Plant Maintenance
PacBell	Attestation
Pacific Gas & Electric Company	DSM Analysis
PECO Energy	Nuclear Prudence Review
Pennsylvania Power & Light Company	Staffing Review
PEPCO	Power plant fuel procurement and management
Philadelphia Gas Works	Operations Review, Capital Project Analysis
Philadelphia Suburban Water Company	Comprehensive Operations Review
Philadelphia Suburban Water Company	Reengineering of Operating Departments
PowerSouth	Organizational Design Assessment and Analysis
Plains Electric Generation and Transmission	Power Plant Construction
Public Service Co. - New Hampshire	Power Plant Outage Management
Public Service Co. - New Hampshire	Management audit of T&D operations
Public Service Co. - New Hampshire	Review of Emergency Response
Public Service Electric & Gas Company	Restructuring Plan Review
Public Service Electric & Gas Company	Nuclear Prudence Review
Public Service Electric & Gas Company	Generation and Environmental Planning
Public Service Electric & Gas Company	Fossil Generation Rate Case



Public Service Electric & Gas Company	Clean Air Act Compliance
San Diego Gas & Electric Company	Performance Based Ratemaking
San Diego Gas & Electric Company	DSM Analysis
Scranton Steam Heat	Plant Management
Seattle City Light	Comprehensive Operations Review
SEMPRA	Affiliate Transactions
Southern California Edison	DSM Analysis
Southern California Gas Company	DSM Analysis
Southern California Gas Company	Management audit of gas operations
Southern California Gas Company	Affiliate Transactions Audit
Southern Connecticut Gas	Management Audit
South Jersey Gas	Process Reengineering
Southern New England Telephone	Technical re. long-run cost modeling docket
Southwestern Bell Telephone	Call Center Work Management
St. Vincent	Management Audit
Toledo Edison Company	Fuel Procurement Review
Unitil	Emergency Response
Union Light Heat & Power	Operations Review
United Telephone of Pennsylvania	Comprehensive Operations Review
United Telephone of Texas	Comprehensive Operations Review
Vectren Energy	Credit and Collections Audit
Washington Gas Light	Fuel Procurement Review
West Ohio Gas Company	Gas Procurement Analysis
West Texas Utilities	Comprehensive Operations Review
Western Kentucky Gas	Comprehensive Operations Review



II. APPROACH AND WORK PLAN

A. PROJECT MANAGEMENT TECHNIQUES

Vantage uses several proven project management techniques that will enable us to manage this project while enhancing communications among the project team members, the Department and Company management while ensuring confidentiality of key data.

COMMUNICATION AND PROJECT MANAGEMENT

Project Director – Walter P. Drabinski will serve as the Project Director on this project and will have day-to-day responsibility for on-site activities, scheduling of interviews, field trips, submittal, review and distribution of data responses and any day to day problems that arise. He will provide direct coordination of report drafts and assure that all work steps are fully addressed. In addition to having extensive responsibility for audit activities and authorship of the report, he will be responsible for overall quality control, schedule compliance and budget adherence. He will be the primary contact for contractual communications with PURA. He will also be responsible for facilitating resolution of any issues as they arise.

Project Administrator – Jean Gormley will handle paperwork administration, billing, transmission of data, assembling and editing of the draft report. She will also assure consistent formatting of exhibits and organization charts.

QUALITY REVIEW

A quality work product is a team effort. The process begins with the consultants - the individuals performing the day-to-day work. They must clearly understand the requirements of their assignments, have a well-considered plan of attack, and execute their assignments effectively. While it is the Project Director's responsibility to impart initial direction and focus, direct responsibility resides with the consultant for meeting detailed objectives and deadlines.

The Project Director and team members will meet reporting standards to ensure that the written report communicates the results of the audit in a complete, accurate, objective, convincing, clear, concise, and timely manner. Reports will include:

- a statement of the audit objectives and description of the scope and methodology
- a statement of professional standards adhered to in the analysis and the report
- a listing of significant issues and questions, if any, needing further study and consideration
- a listing of findings that are prioritized, relevant and practical
- a statement as to whether any pertinent information was omitted because it was deemed privileged or confidential and a description of the nature of such information and the basis under which it was withheld



These fieldwork and reporting standards are the foundation of our Quality Assurance Program. The quality review process involves the application of these standards at several points along the critical path.

CONFIDENTIALITY

Vantage recognizes that all information collected from the work processed under this contract must be treated with care to preserve any issues of confidentiality. Vantage and all employees involved on this assignment will sign the Non-disclosure and Use of Information Agreement upon award of the project. Further, Vantage will utilize its internal controls to ensure all materials are handled in a manner that prevents inappropriate dissemination. Internal controls consist of:

- Vantage's PC-based network database system is secured through a series of passwords for each project. Only selected project consultants have the ability to access the information in the database system
- All data stored at the Vantage office is kept in locked file drawers
- All information used by consultants is collected at the end of the project and stored with other working papers, notes and drafts in a secure room
- The consultant or client is permitted access to limited areas of the network infrastructure, depending on security provisions. Using a password, the individual can upload or download files from prescribed sub-directories. The advantage of this system is that an individual can access any files needed without having them sent.
- Vantage also can use encryption software to ensure that the transmittal of files across the internet is secure. This method allows an individual to send or receive files that are encrypted. Only individuals with the same software and codes can then decode the files.

INFORMATION REQUEST MANAGEMENT SYSTEM

Throughout the course of the review, the team will submit a number of information requests. Efficiently managing outstanding information requests and those documents received are crucial to the success of the project. We use a cloud-based system designed to increase the efficiency of handling of all information requests.

After the initial submittal, information requests will be batch submitted and e-mailed to the Staff and Company Project Manager. Questions regarding definition of the requests by the Company will be facilitated by telephone discussions. In order to facilitate the timely completion of this fixed-price project, we anticipate receiving a response to most information requests within 10 working days.

AUDITING STANDARDS

- Vantage utilizes all auditing standards that are appropriate on each assignment we address

- This assignment is a Performance Audit in accordance with the Generally Accepted Government Auditing Standards (GAGAS) (also known as the Yellow Book)
- Vantage also utilizes the American Institute of Certified Public Accountants' (AICPA) Code of Professional Conduct when needed
- The National Association of Regulatory Commissioners' Consultant Standards and Ethics for the Performance of Management Analysis

DEVELOPMENT OF RECOMMENDATIONS

The development of concise, useful and cost effective recommendations is the ultimate objective of a management audit. Vantage approaches the development of recommendations from two directions. First, many recommendations become obvious as field work is progressing. Our consultants become aware of problems and can develop recommendations as the project progresses. These are then part of initial task reports and the first draft of a final report. More global, comprehensive recommendations are developed after the draft report is assembled and the Project Director and Lead Consultants assimilate the entirety of the analysis. These can encompass earlier proposed recommendations or be prepared as more global in nature.

DEVELOPMENT OF COST/BENEFIT ANALYSES

Good recommendations must be sensible. The cost/benefit must be well developed and favorable. Recommendations should be reasonably achievable. They must define the responsible party and schedule for implementation. The Vantage final report will provide, not only good, sensible recommendations, but an indication of cost and benefit, where possible and details on responsibility and schedule.

REPORT DOCUMENTATION

We have extensive procedures and PC-based software systems that permit us to:

- footnote, annotate, and cross-reference the task, draft, and final testimony to our working papers and the detailed work plan, resulting in a complete documentation trail
- schedule and track interviews through a PC-based database system
- track the request and receipt of information requests through a PC-based database. Numerous summary and detailed reports permit project management and allow the client to assess company response rates

Footnotes serve as the basis for annotating our reports, which we use to identify the source of information that supports a statement of fact, finding, conclusion, or recommendation. As policy, we require that every fact, quote, result of analysis, or other statement that can be challenged be footnoted.



B. PRELIMINARY WORK PLAN

Our first step in developing a preliminary work plan is to set out a logical set of work steps, the assignment of personnel and the development of task level budgets for the project. As stated in the RFP, our consultants will participate in each stage of the RFP process, including technical and bidders' conferences, review of and comment on draft documents, informal meetings, preparation of a report of the RFP process, and any other steps necessary to ensure a fair and reasonable RFP process.

The preliminary work plan below provides an outline of how we will accomplish each element of this project. Once the project is awarded, we will work with Staff to modify it and expect that further changes may be required as the project progresses. The work steps and budget below are based on our current understanding of the project and our experience on similar projects.

The scope of this project review will assure that SWEPCO has a clear, unambiguous and logical process for initiating the RFP process. We have organized our work into three separate tasks for better budgeting clarity.

PROJECT REGULATORY AND DATA REQUIREMENTS

Vantage utilizes the Government Auditing Standards, prepared by the GAO and last revised in December 2011. This document, often referred to as the Yellow Book, provides guidelines for Financial, Attestation and Performance Audits and provides useful guidance in all regulatory proceedings. Our consultants will also adhere to Generally Accepted Accounting Principles (GAAP) and Federal Energy Regulatory Commission (FERC) Uniform System of Accounts.

Specific work steps will include:

TASK 1 – REVIEW OF PLANNING PROCESS

- An overall review of documents related to SWEPCO's RFP process.
- Analysis that verifies compliance with all applicable Commission Orders, including the MBM Order.
- Verify that the proposed solar system proposed meets the original expectations through a review of supplier information and reviews of similar projects.

TASK 2 – SOLICITATION PROCESS

- Assure that there is a formal competitive solicitation process in place throughout the entire project.
- Assure that procedures and guidelines, including a 30-day advance notification to the Commission prior to submitting an informational filing and draft RFP, are complied with.

- Vantage will manage the 60-day evaluation period between posting of the draft RFP and the issuance of an RFP. Specific activities will include:
 - Manage and review all correspondence from intervenors, Staff, equipment suppliers, and other utilities.
 - Verify that all information submitted is clear, unambiguous and meets all regulatory requirements.
 - Prepare data requests needed to clarify the record.
 - Prepare a brief summary for Staff regarding any issues that may arise.
 - Meet with SWEPCO and/or Staff as needed to resolve issues.
- Compliance with all other aspects of the Commission's General Order dated September 30, 1983 ("1983 Order"), as amended by the Commission's Order R-30517, dated October 29, 2008.
- Vantage will confirm and review compliance with the formal informational filing with the Commission including any detailed planning information required by the Order referenced above.
- Vantage will participate in each stage of the RFP process, including
 - technical and bidders' conferences,
 - review of and comment on draft documents,
 - informal meetings,
 - preparation of a report of the RFP process, and
 - any other steps necessary to ensure a fair and reasonable RFP process.

TASK 3 – ASSISTANCE WITH HEARINGS AND PROCEDURAL PROCESSES

- Vantage will review any certification application, along with
 - testimony and exhibits;
 - draft and assist in the drafting of data requests;
 - analyze data responses;
 - participate in formal status conferences, pre-trial conferences, depositions, and hearings;
 - draft and prepare pre-filed testimony in support of Staff's ultimate recommendations, together with exhibits supporting testimony; and
 - assist in the drafting of applicable motions, exceptions, briefing sheets and orders of the Commission.
- Vantage will participate in
 - informal conference calls,
 - meetings and conferences with the Commission and Staff
 - attendance at any B&Es.
 - Any other work needed through the conclusion of the certification docket(s) through Commission vote, regardless of whether said vote is the result of a stipulated agreement or contested hearing recommendation.

III. FIRM EXPERIENCE AND REFERENCES

A. VANTAGE DESCRIPTION AND BACKGROUND

VANTAGE ENERGY CONSULTING LLC, (VANTAGE)

20844 4th Ave West
Cudjoe Key, FL 33042
Tel. (305) 744-3440/Fax (305) 744-3450
Web Site: www.vantageenergyconsulting.com
Email: wdrabinski@vantageenergyconsulting.com
Federal Tax ID #: 27-2585037

Vantage Energy Consulting LLC, (Vantage) is a management consulting firm headquartered in Cudjoe Key, Florida, with clients throughout North America. Vantage consultants possess a broad background in all business aspects of electric, gas, and water utilities, but retain particular expertise in utility operating functions. Vantage Energy Consulting LLC and its predecessor company, Vantage Consulting Inc., has been in existence for over 19 years. During that time, the firm has focused on conducting utility related management consulting assignments. As the details on specific assignments described below attests, Vantage has been one of the most successful companies in this venue.

The Vantage team consists of highly experienced, trained consultants, covering virtually all functional work areas within the utility industry. Vantage is staffed by a total of 12 full-time and contract consultants and administrative staff. Consultants have a diverse set of backgrounds, including engineering, accounting, economics, finance, and psychology.

Vantage provides a broad range of consulting services to investor-owned utilities, independent power producers, regulatory agencies, state planning and environmental agencies, and law firms. While the majority of our assignments are tailored to the specific needs of the client, there are also specific products and services which we offer when needed.



B. RECENT REFERENCES

KANSAS CORPORATION COMMISSION

Reference Contact

Jeff McClanahan, Executive Director
Kansas Corporation Commission
785-271-3212
j.mcclanahan@kcc.ks.gov

This reference supports both Vantage and its consultants.

System Analysis and Expert Witness re. Westar/KCP&L Merger

Vantage performed an assessment of the Westar and KCP&L generation plans, system reliability, customer service and merger savings related to the proposed merger of Westar and KCP&L. Walt Drabinski testified in February 2017 on the above topics.

Kansas City Power & Light Iatan 1&2 (2008-2012)

At the request of the Kansas Corporation Commission (KCC) Staff, provided oversight of the \$500 million installation of an Air Quality Control System (AQCS) on the existing (KCP&L) Iatan Unit 1 and monitored construction of the \$2 billion Iatan Unit 2 coal fired, supercritical power plant. Reviewed organization, cost, schedule, project controls, contractor performance, contract monitoring, site conditions, and other key attributes associated with a mega-project. Provided regular assessments to the KCC on progress and risks, monitored startup and acceptance testing, and provided testimony in rate cases for both Iatan 1 and 2, with recommendations for almost \$240 million in prudence disallowances.

KENTUCKY PSC

Reference Contact

Contact Person: Daryl Newby, Audit Manager
Tel./E-mail Address: (502) 564-7248 : daryl.newby@ky.gov
Address: 211 Sower Boulevard; P. O. Box 615; Frankfort, KY 40602

This reference supports both Vantage and its consultants.

Vantage reviewed testimony and assisted in rate cases related Environmental Cost Recovery (ECR) mechanism for the Kentucky PSC. On this assignment, Vantage consultants acted as an extension of staff in four separate cases. The ECR permits recovery of environmental costs through a separate surcharge after a formal proceeding. Vantage reviewed applications, submitted and reviewed interrogatories, prepared summaries for and briefed the Commissioners and Staff, assisted in hearings and helped draft the final orders. In total

almost \$5 billion in ECR projects were awarded. In addition to this assignment, Vantage has also performed management audits on Kentucky Utilities, Louisville Gas & Electric, Western Kentucky Gas, Kentucky Suburban Water Company, East Kentucky Cooperative; and Bell South.

FEDERAL ENERGY REGULATORY COMMISSION

Reference Contact

Linda Breathitt, Former FERC Commissioner
202-365-4285
lindabreathitt@gmail.com

This reference supports Walt Drabinski.

Vantage has provided assistance to FERC on two occasions. First, Vantage performed an audit of the California ISO during the California energy crisis. Second, Vantage provided input on transmission planning issues.

PUBLIC STAFF - NORTH CAROLINA UTILITIES

Reference Contact

Contact Person: Kathy Fernald, Manager
Address: 4326 Mail Service Center; Raleigh, NC 27699-4326
Tel./E-mail Address: 919-733-0944; katherine.fernald@psncuc.nc.gov

This reference supports both Vantage and its consultants.

Audit of Merger Condition and Affiliate Compliance of Duke Energy and Progress Energy for the North Carolina PSC. Vantage was selected to perform a review of how well Duke Energy Carolina complied with the extensive list of merger conditions they agreed to in their merger with Progress Energy of Florida, and to conduct an affiliate compliance audit. This merger, one of the largest in history, was complex and required extensive operating, accounting and affiliate compliance changes. Our team, all of whom were on this assignment, did a comprehensive audit and made a number of recommendations to improve communications, compliance and savings. A significant amount of work was related to cost allocation of R&D, storm hardening, system upgrades, etc.



IV. BUDGET

A. HOURS, FEES AND EXPENSES

The following is the budget for our work based on the requirement for the project. The detailed work plan and budget, once completed, along with input from Staff will provide a basis for our final budget cost distribution. The rates provided below are standard hourly rates, based on an eight-hour day. Any testimony that follows the project will be billed at the same rates. Meal and hotel use will follow state policy.

The following table provides a summary of our fees.

PROJECT COST ESTIMATE					
REVIEW AND ANALYSIS OF SWEPCO'S RFP FOR SOLAR RESOURCES					
	Project	Senior	Senior	Total	Total
	Director	Consultant	Consultant	Hours	Fees
	Drabinski	Fowler	Boismenu		
	\$250	\$225	\$225		
Task 1 - Review of Planning Process	96	64	24	184	\$43,800
Task 2 - Solicitation Process	64	80	48	192	\$44,800
Task 3 - Assistance With Process	80	80	96	256	\$59,600
Project Total Hours	240	224	168	632	
Project Total Fees	\$60,000	\$50,400	\$37,800		\$148,200
Estimated Number of Trips	3	2	2	7	
Estimated Travel Expenses					
Onsite Percentage	25%				
Hours per trip	32				
Hotel cost per trip	\$250				
Airfare per trip	\$500				
Ground Trans. per trip	\$175				
Per diem per trip	\$200				
Cost per trip	\$1,125				
Number of consultant trips	7				
Travel Expenses	\$7,875				
Total Project Cost	\$156,075				

B. INVOICING

Invoices will be submitted monthly. Invoice backup will include:



- a breakdown of charges by consultant and expense category;
- time reports for each consultant and staff person.

C. INSURANCE COVERAGE

Vantage carries extensive insurance coverage for assignments of this type. While we currently carry the levels shown below, we have the ability to increase our coverage to the required level and will commit to do so prior to starting work. A certificate of Insurance demonstrating coverage will be submitted upon award of the contract.

- Personal and General Liability coverage of \$1,000,000 per occurrence and \$2,000,000 per year.
- Automobile coverage of \$1,000,000 per occurrence with \$2,000,000 aggregate.
- Appropriate workers' compensation and disability insurance for all employees.

V. RESUMES

- Walter P. Drabinski
- Mark Fowler
- Mike Boismenu



RESUME OF MR. WALTER P. DRABINSKI

AREAS OF SPECIALIZATION

Mr. Drabinski is President of Vantage Energy Consulting LLC. He has almost 40 years of experience in the utility industry as both a utility company manager and a management consultant. His functional expertise includes all aspects of utility strategy, organization, executive and financial management, operations practices, productivity improvement, operations and maintenance, and engineering, environmental and construction management. As a utility manager, Mr. Drabinski held the positions of System Training Director, Fossil Generation; Supervisor, Electrical Maintenance; and Operations Project Engineer for Niagara Mohawk Power Corporation. As a management consulting principal, he has worked for national firms and has been President of Vantage for over 22 years. During that time he has managed more than 125 consulting engagements, including over 75 state regulatory commissioned audits. A summary of his assignments includes:

- performed 23 comprehensive and focused management audits;
- performed 19 affiliate audits;
- performed 22 fuel audits;
- reviewed 9 environmental compliance plans;
- monitored POLAR auctions 32 times;
- performed 11 prudence reviews;
- testified before regulatory bodies approximately 90 times; and
- provided direct consulting advice to approximately 22 utilities or large utility related companies.

SELECTED CONSULTING EXPERIENCE

PSE&G – Project Manager and Lead Witness for an audit of the Company’s Unbundling, Stranded Cost, and Restructuring plans and testimony. On this assignment, under the auspices of the New Jersey Board of Public Utilities, Vantage was the lead firm for a consortium of five consulting firms that addressed numerous critical and cutting edge issues. These included areas such as reconciliation of the regulatory and FERC books, development of cost of service studies, assessment of capital additions proposed for stranded cost recovery, calculation of market prices for energy and capacity, calculation of stranded costs associated with nuclear, fossil and non-utility generation, assessment of securitization as a mitigation option, and development of a comprehensive model that determined the possible rate reduction that could be achieved.

Duke Energy North Carolina – Project Director for a review of affiliated transactions associated with the Duke Energy, North merger with Progress Energy Carolina of Florida. The project addressed implementation of merger conditions, an audit of affiliate compliance rules. Affiliated transactions were audited, the Cost Allocation Manual was reviewed and services provided by the Duke Service Company were addressed Duke Energy NC – North Carolina Utilities Commission (2014-2015)



Resume of Mr. Walter P. Drabinski

Duke Energy Ohio – Project Director for a review of affiliated transactions between DEO and its affiliates, parent and other regulated subsidiaries. All aspects of compliance with the merger between Cinergy and Duke Energy were reviewed. Affiliated transactions were audited, the Cost Allocation Manual was reviewed and services provided by the Duke Service Company were addressed.

Philadelphia Electric Company – Lead Consultant on a retrospective investigation of the Limerick Nuclear Power Plant. Analyzed the Company's financial condition during the construction program and reviewed construction management practices on the project. Prepared testimony for prudence hearings on construction management and financial performance.

Public Service Electric & Gas Co. – Project Manager for a retrospective investigation of the Hope Creek Nuclear Plant. Prepared cost reconciliation that identified reasons for cost overruns. Reviewed construction control tools, productivity results, and analyzed productivity programs for effectiveness. Wrote testimony, answered interrogatories, and assisted in cross-examination of witnesses. Made recommendations on cost tracking systems for future construction projects.

Duke Energy Kentucky – Project Director for a review of affiliated transactions between DEO and its affiliates, parent and other regulated subsidiaries. All aspects of compliance with the merger between Cinergy and Duke Energy were reviewed. Affiliated transactions were audited, the Cost Allocation Manual was reviewed and services provided by the Duke Service Company were addressed.

Duke Energy Indiana – Project Director for a review of affiliated transactions between DEO and its affiliates, parent and other regulated subsidiaries. All aspects of compliance with the merger between Cinergy and Duke Energy were reviewed. Affiliated transactions were audited, the Cost Allocation Manual was reviewed and services provided by the Duke Service Company were addressed.

Louisville Gas & Electric – Project Manager for a comprehensive management and operations review for the Kentucky Public Service Commission. A key element of this audit was the analysis of the Energy Services Company of LG&E Energy, a holding company which was the organizational entity responsible for all regulated generation and non-regulated generation, power marketing, and natural gas transmission activities. This included a special review of affiliated transactions. Acted as Lead Consultant in the areas of power production, fuel procurement, Affiliated Review, Clean Air Act compliance, Energy Policy Act response, and T&D engineering and construction. Assisted in review of strategic planning and power marketing activities. In conjunction with this audit, Mr. Drabinski met with the Commissioners a number of times to discuss issues of industry restructuring and the role the Commission should play.

Indiana Power & Light – Vantage acted as the evaluator, at the request of the Indiana Utility Regulatory Commission, for a three-year program in which customer service and



Resume of Mr. Walter P. Drabinski

distribution system reliability are being monitored with penalties for missing targets. A major element of this program was enhanced vegetation control.

Dayton Power & Light - Performed a comprehensive review of all fuel procurement and fuel utilization activities for the PUCO. Visited power plants, coal lab, and other fuel and operations related departments. Recommendations addressed a broad range of strategic and operational issues.

Centerior Companies (Cleveland Electric Illuminating Company and Toledo Edison) - Project Manager on audit of electric fuel procurement practices and procedures for the Public Utilities Commission of Ohio in 1991. Responsibilities included the review of fuel procurement planning, long-term contracts, and spot procurement. Made recommendations regarding coal contracts, interstate wheeling arrangements, and coal transportation costs. Testified twice regarding results of audit report.

National Gas and Oil Company of Ohio - Lead Consultant on audit of fuel procurement practices for the Ohio PUC in 1986. Reviewed purchasing practices, storage activities, sales practices and policies and procedures. Made recommendations on strategic planning, purchasing policies, and marketing programs.

Monongahela Power (Allegheny Power Systems) - Performed a comprehensive review of all fuel procurement and fuel utilization activities for the PUCO. Visited power plants, coal lab, and other fuel and operations related departments. Recommendations addressed a broad range of strategic and operational issues.

American Electric Power Company - Project Manager on audit of electric fuel procurement practices and procedures of two AEP subsidiary companies, Ohio Power Company and Columbus Southern Power Company in 1989 and 1990 for the Public Utilities Commission of Ohio. Responsibilities included the review of affiliated mines (surface and deep mines) and fuel procurement planning, long-term contracts, and spot procurement. Made recommendations on strategic planning, purchasing policies, contract analysis, and marketing programs. Testified on four occasions regarding results of audits.

Union Light, Heat and Power - Lead Consultant on a management and operations review for the Kentucky Public Service Commission. Responsibilities included all aspects of customer service and electric operations including: CIS; customer accounting; transmission & distribution; system planning; engineering; and construction. Also assisted in the review of the financial reporting relationship of the company to its parent, Cincinnati Gas & Electric, with an emphasis on allocation of costs.

Ohio Electric Co./Ohio PUC - Lead Consultant on a prudence review of the Beaver Valley Power Station. Areas reviewed included CAPCO organization and financing, construction management, project accounting, compatibility of prudence standards, and compliance with Yellow Book standards.

Virgin Islands Power & Water Authority (2014-17) - Diagnostic audit of this electric and water utility that was facing serious financial, operational and infrastructure problems.

Resume of Mr. Walter P. Drabinski

Vantage, conducted a diagnostic audit which then focused on staffing, infrastructure, strategic planning, and other key issues. A broad range of recommendations were developed to reverse the decline of the utility.

Southern California Edison (2013 - 2015) - Audit of Southern California Edison's Reliability Investment Incentive Mechanism (RIIM) program that addressed almost \$2 billion in expenditures dedicated to reliability and increases in utility maintenance staffing. This was a unique project because it approaches reliability from an investment standpoint rather than performance measures only. Activities included in the audit consisted of reviews of capital projects for T&D, determination of projects that were reliability related, a review of SAIDI and SAIFI statistics and impacts due to improvement program and assessment of agreed to staffing requirements. Our analysis determined whether the project complied with regulatory orders and statewide standards.

California Independent System Operator - Project Director on an Independent Operational Audit of the CAISO for the period of 10/01 to 10/02. This assignment was performed at the request of the FERC and led to a series of five global recommendations. Shortly after the completion of the audit, Mr. Drabinski testified before the House of Representatives, Subcommittee on Subcommittee on Energy Policy, Natural Resources & Regulatory Affairs.

Pennsylvania Power & Light - Lead Consultant for a comprehensive management and operations review for the Pennsylvania Public Utility Commission. Reviewed all aspects of customer service activities, including CIS and office operations. Also, reviewed system power & engineering, including fuel supply, T&D engineering, environmental, power plant staffing, and plant operations. Reviewed EMF issues and Clean Air Act Amendments compliance planning.

Kentucky Public Service Commission (2010-2017) - Project Director and witness associated with regulatory support related to electric utility generating resource Environmental Cost Recovery (ECR) mechanism for the Kentucky PSC. On this assignment, Vantage consultants reviewed filings from four utilities and then acted as an extension of staff in four separate cases. In total over \$5 billion was requested through a separate surcharge after a formal proceeding. Vantage reviewed applications, submitted and reviewed interrogatories, prepared summaries for and briefed the Commissioners and Staff, assisted in hearings and helped draft the final orders.

Consolidated Edison Company - Performed an audit of emergency restoration and outage planning capabilities for the New York PSC. Audit followed a number of large and highly public outages. Major recommendations were made to develop new strategies and programs for addressing reliability and outage response.

Kansas City Power & Light Iatan 1&2 (2008-11) - At the request of the Kansas Corporation Commission (KCC) Staff, provided oversight of the \$500 million installation of the Air Quality Control System (AQCS) on the existing (KCP&L) Iatan Unit 1 and monitored construction of the \$2 billion Iatan Unit 2 coal fired, supercritical power plant. Reviewed



Resume of Mr. Walter P. Drabinski

organization, cost, schedule, project controls, contractor performance, contract monitoring, site conditions, and other key attributes associated with a mega-project. Provided regular assessments to the KCC on progress and risks, monitored startup and acceptance testing, and provided testimony in rate cases for both Iatan 1 and 2, with recommendations for almost \$240 million in prudence disallowances.

Entergy Corporation – Project Manager for a review of affiliated transactions between Entergy Corporation, Entergy Services, Inc., and a myriad of regulated and non-regulated subsidiaries. This engagement, performed for five regulatory agencies, is in response to the 1991 Settlement Agreement with the SEC, at which time the holding company was formed. The results of this audit included reallocation of almost \$5 million and a reconfiguration of reporting requirements.

Sempra Energy (SDG&E and SoCalGas) – Project Director for affiliated audit for 1998 and 1999 calendar years to verify compliance with California PUC restructuring requirements. Assignment included assessment of company plan and audit of affiliate transactions. Acted as the lead consultant on areas that addressed Nondiscrimination Standards, Disclosure and Information Standards, and Competitive Services. Recommendations from these reports addressed means of improving compliance.

SDG&E, PG&E, SCE, and SCG – Project Manager on an audit of DSM administrative costs. Conducted for the CPUC CACD, this assignment took place during the period where working groups were assessing issues such as access to utility information and the future of DSM. Vantage provided feedback to a number of working groups on the needs of energy service companies.

Maryland Public Service Commission – Provided technical support in hearings and development of a final order relative to developing a formal procedure for addressing Standard Offer Service (SOS) supplies for its four electric utilities.

North West Energy – Mill Creek Station (2010-2012) - Provided input to the Company and PSC on the use and implementation of this three-unit 150 MW combustion turbine power plant. Monitored construction, startup and initial operation. Visited construction site on a regular basis and provided input to the construction team as well as the Montana PSC. Reviewed quarterly reports and testified before the Commission after each report. Provided insight on in-service criteria testing and other key design and operational elements.

Pacific Gas & Electric Co.– Project Director for affiliated audit for 2001, 2002, 2003, 2004 and 2005 calendar years to verify compliance with California PUC restructuring requirements. Assignment included assessment of company plan and audit of affiliate transactions. Acted as the lead consultant on areas that addressed Nondiscrimination Standards, Disclosure and Information Standards, and Competitive Services. Recommendations from these reports addressed means of improving compliance.

Louisville Gas and Electric/Kentucky Utilities Merger – Assisted with broad range of issues including regulatory strategy, synergy quantification, testimony development,



Resume of Mr. Walter P. Drabinski

witness preparation, interrogatory development and responses. System reliability and monitoring was a key element of this complex project.

Public Service Electric & Gas Company – Retained by the New Jersey Board of Public Utilities to assess compliance with all Affiliate Compliance and Code of Conduct Rules enacted as a result of restructuring.

San Diego Gas & Electric – Project Manager on an assignment for the California PUC and SDG&E to review the implementation of Performance Based Ratemaking. This assignment included an assessment of financial, operational, performance and culture changes that were impacted by the two-year experimental program. While involved in this project, Mr. Drabinski developed an understanding of the SDG&E holding company formation and its interaction with the proposed industry restructuring.

New Jersey Board of Public Utilities – Director on major project to review hedging practices of the four gas distribution utilities in New Jersey. Working with Pace Energy as a sub-contractor, alternate hedging strategies were developed and proposed using more advanced techniques, including options.

FERC – Interfaced with Commission and its staff on issues such as Transco structures, restructuring, and ISOs. Prepared a white-paper that addressed a Transmission PBR as a mechanism for incenting utilities.

Maryland Public Service Commission – Monitored all RFP solicitations for 2007 and 2008 bid years. This amounted to nine solicitations for all four utilities in Maryland. Provided oversight on bid day, reviewed applications, provided confidential analysis and briefings to the Commissioners and testified on results.

Cumberland Valley Electric Cooperative – Performed a focused management audit of this small, rural cooperative. Worked with management to develop transition to new management team.

Alleghany Power Virginia – Monitored RFP solicitations for 2007 and 2008 bid years. Provided oversight on bid day, reviewed applications, provided a final report on results for the Virginia regulatory agencies.

Delaware Public Service Commission – Monitored all RFP solicitations for 2006 bid year. Provided oversight on bid day, reviewed applications, provided confidential analysis and briefings to the Commissioners and testified on results.

California Public Utilities Commission Telco Division (Attestation Exams) – Mr. Drabinski was the Project Director on seven separate assignments for the CPUC during the period of 2000 to 2002. These included:

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- examinations of surcharge collections of “high cost fund” and “teleconnect fund” amounts for AT&T, Verizon, Sprint, and PacBell. In each project significant accounting, interpretational and transmittal errors were discovered, leading to the recovery of amounts well in excess of project costs;
- examinations of claims requests of “high cost fund” and “teleconnect fund” for Verizon, PacBell, and Roseville.

Commonwealth Edison Company – Retained by the Illinois Commerce Commission to investigate outages suffered in downtown Chicago during the summer of 1999. The assessment provided a comprehensive analysis of eight separate outages, with details of causes and recommendations for improvement.

PJM Power Plant Arbitration – Provided testimony and technical assistance on arbitration for an independent power plant built in the PJM region. Issues involved interpretation of PJM rules and contractual issues such as commercial operation date and performance guarantees.

St. Vincent Energy Services Ltd. - At the request of the Board of Directors and Prime Minister, Vantage conducted a review of system reliability and fuel procurement. Significant findings resulted in a new strategic plan, a reorganization of management and a legal investigation into procurement practices.

Maryland Public Service Commission – Provided analysis and related testimony on restructuring-related cases in 2007 and 2008. Testimony involved wholesale market issues, portfolio options and rebuttal relative to utility witnesses.

Massachusetts Municipal Wholesale Electric Utility – Performed analysis on options for equipment upgrades at major facility and performed limited life extension analysis.

Seattle City Light – Conducted a controversial audit of Seattle City Light’s financial, risk management and governance structure. Serious issues regarding debt, O&M and Capital expenditures were raised. Major recommendations on risk management were developed.

New Hampshire Public Service Commission – Provided technical and strategic assistance under a long-term contract on transmissions and distribution issues. These included ISO strategies, local distribution reliability, asset decisions and general regional concerns.

Arizona Corporation Commission – Provided assistance to the Commission Staff and Commissioners on all restructuring issues under consideration. This includes development of an ISO. The reorganization of cooperatives and G&Ts for deregulation. Development of solutions regarding high costs resulting from California related issues. Reassessment of deregulation orders based on appellate decisions.

Public Service Electric & Gas – Engagement Manager during a long-term engagement with PSE&G. Specific assignments he directed are listed below.



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- Developed a 30-year environmental plan, addressing power generation and environmental strategy.
- Assisted in development of innovative rate strategy for Bergen combined cycle unit.
- Worked on a team of utility employees, lobbyists, legislative staff members and the DOE to develop a program for voluntary reduction of CO₂ and global warming initiatives.
- Reviewed gas procurement strategy for 1300 MW of combine cycle generation.
- Conducted a tactical and strategic alternatives study of the Company's fleet of 158 combustion turbine generation plants.
- Developed a plan for complying with the 1990 Clean Air Act Amendments.
- Assisted in a study of the 1992 Energy Policy Act and prepared a report that illustrated how it would impact company operations.
- Wrote and supported testimony in the area of fossil generation on behalf of the Company in a major rate case.
- Developed protocols for NO_x emission trading within NESCAUM.

Kentucky Utilities Company – Project Manager for a comprehensive management and operations review for the Kentucky Public Service Commission. Acted as Lead Consultant in the areas of power production, fuel procurement, transmission operations, and engineering and construction. Provided numerous recommendations to improve competitiveness of this already low-cost utility. Met with the leadership of the State House of Representatives and Senate to discuss utility competition and industry restructuring.

BellSouth Telecommunications, Inc. – Project Manager on a review of BellSouth performance under an alternative regulation plan for the state of Kentucky. This is the first of nine states in which the Price Regulation Plan was up for renewal and, as such, was of great interest to the Company and regulators.

GTE of California and Contel of California (now Verizon) – Audited collection procedures and practices for various surcharge activities. Provided a CPA Opinion Letter, (through a subcontractor.)

US West – Provided assistance with quality control and final reviews of work product while an officer with the lead firm. This project reviewed affiliate transactions between parent and its subsidiaries. Assisted in development of model for cost allocation analysis.

Pennsylvania Governor Task Force – Provided input to Governor's office, legislature and PUC on restructuring issues in the State. Issues included handling of stranded costs, securitization, the development of competition, and the education of consumers.

Clean Air Action Corporation – Assisted in development of strategy regarding purchase and sale of emission credits throughout the Ozone Transport Region.



Resume of Mr. Walter P. Drabinski

Honeywell/Allied Signal – Provided strategic assistance and research in development of commercial fuel cell. Conducted market research and facilitated meetings with utilities interested in commercial development.

Colonial Chemical Company – Assisted Company in identifying candidates for Selective Non-Catalytic Reduction systems to reduce nitrous oxide emissions from power plants.

Public Service Electric & Gas Company – Retained by the New Jersey Board of Public Utilities to assess compliance with all Affiliate Compliance and Code of Conduct Rules enacted as a result of restructuring.

Duquesne Light Company – Project Manager for a comprehensive management and operations review for the Pennsylvania Public Utility Commission. Mr. Drabinski was also the Lead Consultant in the review of executive management, strategic planning, affiliated relations, and financial management.

Choptank Electric Cooperative – Lead Consultant on a management and operations review for this REA in the State of Maryland. Reviewed all aspects of operations including executive management, organization, construction management, electric operations, system planning, materials handling, purchasing, and customer service.

East Kentucky Power Cooperative – Performed a comprehensive review of all fuel procurement and fuel utilization activities for the Board of Directors. Visited all power plants, coal tipples, and a sampling of mines. Recommendations addressed a broad range of strategic and operational issues.

West Texas Utilities – Project Manager for a comprehensive management and operations review for the Texas Public Service Commission. Acted as a Lead Consultant in the areas of power production, fuel procurement, and customer services.

Philadelphia Gas Works – Project Manager for a management and operations audit for the Philadelphia Gas Commission. Lead consultant for the review of corporate organization and staffing, customer services, operations, and support functions. Addressed major gas supply planning issues. Managed a series of three follow-up reviews including development of Management Audit Actions Plans, an Audit Compliance Review, and a Review of the 1993 O&M Budget. Testified at numerous Commission hearings on capital budget planning, automatic meter reading, office aggregation, and theft of service.

Maryland Public Service Commission – Consultant for an assignment to review long-term gas purchasing practices of Columbia Gas of Maryland, Baltimore Gas & Electric, and Washington Gas Light. Responsibilities included review of the 1988 plans, recommendations on requirements for future plans, and the training of commission staff personnel relative to conducting similar reviews of future plans.

Kentucky-American Water Company – Project Manager and Lead Consultant for a management and operations review for the Kentucky Public Service Commission. A key element of this audit was the holding company relationship with the many subsidiaries of



Resume of Mr. Walter P. Drabinski

American Water Works. Investigated the areas of customer service and marketing and engineering/construction.

El Paso Natural Gas Company - Lead Consultant on a productivity improvement project. Performed an in-depth review of all positions in operating divisions and reorganized operating divisions into profit centers. Developed procedures for in-house vs. outside construction decisions, construction scheduling, and cost data collection. Developed a manpower planning model for restructuring responsibilities and staffing levels. Implemented a workforce management program at gas processing plants, compressor stations, and throughout the gathering system.

Western Kentucky Gas Company - Lead Consultant for a management and operations audit of the customer services function for the Kentucky Public Service Commission. Developed plan for consolidating offices, resulting in significant changes in providing customer service.

Philadelphia Suburban Water Company - Lead Consultant/Project Manager on a comprehensive management audit for the Pennsylvania Public Utility Commission. Reviewed all aspects of field operations and water production.

East Kentucky Power Cooperative, Inc. - Performed as a subcontractor on a review of the bidding process for a series of combustion turbines. Analysis included reviews of individual proposals and the bidding process.

General Waterworks Company - Pennsylvania Operations - Lead Consultant in a management and operations review. Reviewed compensation, benefits and staffing, executive management, organizational structure, and corporate policies and procedures.

General Waterworks Company - Pine Bluff Arkansas Operations - Project Manager on a management and operations review. Reviewed finance and accounting, staffing, system operations, organizational structure, and corporate policies and procedures.

General Electric Field Engineering group - Lead Consultant for the implementation of a Job Management Program that included seminars, teaching concepts on work breakdown structures, budgeting, performance measurement, and critical path scheduling techniques. Overall program was aimed at improving construction management skills of field personnel.

Houston Light & Power - Consultant on South Texas Nuclear Project retrospective analysis. Reviewed construction management procedures and developed testimony for rate case.

Public Service Electric & Gas Co. - Project Manager for a review of the Engineering & Construction Department budgeting and approval process for capital projects at PSE&G. Developed flowcharts and improved methods for processing capital budgeting requests.

OTHER BUSINESS AND PROFESSIONAL EXPERIENCE

System Training Director for Niagara Mohawk Power Corporation. Managed a staff of eleven supervisors and instructors, as well as numerous contractors and part-time training personnel. Developed and implemented a productivity program to improve operating and employee productivity at all fossil power plants. Developed a performance-based progression program for craft personnel and assisted in negotiating contract changes with the International Brotherhood of Electrical Workers. Member of Electric Power Research Institute committee on power plant staffing and training. Chaired Electric Utility Technical Education Council. Developed and taught a seminar on power plant efficiency improvement to operating, management, and regulatory personnel.

Electrical Maintenance Supervisor for Niagara Mohawk Power Corporation. Managed two supervisors and thirty electricians performing electrical construction, maintenance, and repair. Developed and implemented a preventive maintenance program for a six-unit/2000 megawatt power plant. Managed roving maintenance crew, providing personnel, equipment, and expertise to nuclear power plants during outages. Responsibilities included all plant, fuel handling, and pollution control electrical equipment, switchyards, 345 kV overhead and 115 kV underground transmission lines, relay systems, telemetering, and telecommunication systems.

Operation Project Engineer for Niagara Mohawk Power Corporation. Participated in conceptual system design, construction management, and plant start-up of power plants, transmission lines, switchyards and plant electrical equipment. Represented utility during acceptance testing, start-up, and turnover of all electrical power systems, auxiliary equipment, and turbine and boiler instrumentation and control systems.

TESTIMONY

Testimony was provided in the following cases.

- Cases 09-246 and 10-1025 for the Kansas Corporation Commission. Provided direct testimony on prudence of construction for Iatan 1 and Iatan 2 coal fired power plants.
- Montana PSC - Testify quarterly in results of monitoring Mill Creek power plant construction project.
- Case 99-434 Bell South of Kentucky. Audit and modification of Price Regulation Plan.
- Maryland PSC - Testified approximately 20 times on Provider of Last Resort (POLR) rules, regulation and energy solicitation results.
- Duquesne Light Company - Testified six times regarding POLR solicitations.
- CPUC Telco cases - Testified on eight occasions regarding results of attestation exams of Verizon, PacBell, Sprint, AT&T, and Roseville.

Resume of Mr. Walter P. Drabinski

- Testified after acting as independent monitor during energy solicitations in Delaware (2 occasions)
- Commonwealth Edison – Testified before Illinois PSC on outages of 1999.
- PSE&G Restructuring hearing - Lead witness on all aspects of unbundling, restructuring, stranded costs, and deregulation issues.
- Case No. 97-105-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Dayton Light Company for the PUC of Ohio.
- Case No. 95-106-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Monongahela Power Company for the PUC of Ohio.
- Case No. 96-106-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Monongahela Power Company for the PUC of Ohio.
- Case 93-02-041 Financial Audit of the Demand-Side Management Pilot Bidding Program Administrative Services of Pacific Gas & Electric Company, San Diego Gas & Electric Company, Southern California Edison Company, and Southern California Gas Company for the California PUC.
- Case D94-08-023 Mid-Point Evaluation of SDG&E's Base Rates Performance Based Ratemaking Mechanism for the California PUC.
- Case No. 94-219-GA-GCR Management Performance Audit of West Ohio Gas Company for the PUC of Ohio.
- Case No. 91-103-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Toledo Edison for the PUC of Ohio.
- Case No. 91-104-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Cleveland Electric Illuminating Company for the PUC of Ohio.
- Case No. 89-100-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Ohio Power Company for the PUC of Ohio.
- Case No. 89-101-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Columbus Southern Company for the PUC of Ohio.
- Case No. 90-100-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Ohio Power Company for the PUC of Ohio.
- Case No. 90-101-EL-EFC Management Performance Audit of Fuel Related Policies and Practices of Columbus Southern Company for the PUC of Ohio.

EDUCATION

- BSEE from SUNY Buffalo with a concentration in power engineering, including transmission line and large equipment analysis;
- MBA in Finance and Entrepreneurial Management from the Wharton School;
- Approximately 40 seminars on power plants, transmission and distribution system design and maintenance.



Resume of Mr. Walter P. Drabinski

PUBLICATIONS

Primary contributing author of five textbooks developed for the Electric Power Research Institute (EPRI) and the Center for Occupational Research and Development (CORD).

- Introduction to Instrumentation and Control.
- Electronic and Pneumatic Control Devices.



RESUME OF MR. MARK D. FOWLER

SUMMARY OF QUALIFICATIONS

Mr. Mark D. Fowler has over thirty years of management and consulting experience. He has participated in over 100 consulting assignments fulfilling roles from technical advisor to project management. His education includes a BS and MBA from the University of Tulsa with an emphasis in operations research. He began his career with Buckeye Gas Products with whom he worked in various areas. These areas included supply, storage and distribution of gas liquids via pipeline, rail and truck transport, strategic and tactical acquisitions and divestitures and field operations. He trained in pipeline operations with Williams Pipeline which at the time was an affiliate of Buckeye. He also worked as a financial analyst for Plains Electric Generation and Transmission during the planning and construction of the Plains Escalante Generating Station and associated coal handling and rail facilities. His responsibilities included financial modeling, interfacing with lenders and investment bankers and conducting financial and economic analysis.

Mr. Fowler has worked with large, international consulting firms and smaller niche firms. He has worked on scores of projects with Vantage since 1998. His work has been for utilities and telecommunications providers as well as for regulators. The diverse areas of his utility assignments include generation planning, Power Purchase Agreement analysis and negotiation, management audits, fuel audits, environmental planning, market analysis, customer service evaluations, affiliate compliance audits and emergency restoration management. His client base geographic coverage includes the US, Canada, Australia, Central America, the Caribbean and the Pacific Rim. He has testified before numerous State agencies. He is a student of the evolving utility environment and has both studied and worked on projects related to renewable energy, distributed generation, reliability, micro-grids, service restoration, and state of the art environmental technologies. He maintains offices in Montana and Ann Arbor, MI.

SELECTED CONSULTING EXPERIENCE

Utilities

- Assisted a utility in developing an RFP for capacity and energy, evaluating proposals for same and monitoring billing under the winning proposal.
- Currently assisting a utility in evaluating the opportunities to expand their solar generation. Mr. Fowler is currently evaluating opportunities to expand the future solar generation of a large municipal utility in Florida. This is in addition to work performed for the same utility to model and evaluate existing solar generations and construction commitments. The assignment involves modeling hourly load for the utility, hourly output of the proposed solar under various installation scenarios with associated costs.
- Lead Consultant on two audits of Central Hudson Gas and Electric. Mr. Fowler's audit responsibility included gas pipeline construction, maintenance and State and Federal regulatory safety compliance, Customer Service operations, work management and emergency restoration.



Resume of Mr. Mark Fowler

- Lead consultant on a diagnostic audit of the utility operations of the United States Virgin Islands Water and Power Authority (WAPA). The audit looked at all phases of electric and water utility operations on all three islands on which WAPA operates. The utility was then, and continues to face significant challenges from numerous angles including government accounts receivable, commercial customer defection to self-generation, solar generation by the wealthiest residential customers, rate structure and the inherent challenges of a multi island utility with no interconnection.
- Lead consultant on reviews of the Curacao island utilities of Aqualectra and Curoil. The utilities provide electric, water and fuel services to the islands of Curacao and Bonaire. The Curoil operations face uncertainty over the future of their major supplier, the Isla refinery owned by Petr leos de Venezuela S.A. (PDVSA) as well a significant rise in world oil prices on top of already high island prices.
- Lead Consultant for gas system operations in two management audits of Southern Connecticut Gas for the Connecticut Department of Public Utility Control. The audits scope included gas system planning, performance work management, and pipeline safety regulations compliance programs.
- Lead Consultant for gas system operations in a management audit of Connecticut Natural Gas for the Connecticut Department of Public Utility Control. The audit scope included gas system safety performance and pipeline safety regulations compliance programs.
- Lead Consultant for gas system operations in a management audit of Yankee Gas for the Connecticut Department of Public Utility Control. The audit scope included gas system replacement programs, safety performance and pipeline safety regulations compliance programs in light of severe financial duress on the company.
- Team Leader in the areas of distribution operations and management in the California Public Utility Commission’s ordered management audit of Southern California Gas. The audit scope included gas system safety performance and pipeline safety regulations compliance programs.
- Lead Consultant and engagement director in several reviews and analysis of Pacific Gas & Electric’s gas supply portfolio and trading in conjunction with the California Public Utility Commission’s mandated study of affiliate transactions. Examined the gas supply portfolio, trades, pipeline activities and related storage in order to confirm compliance with California PUC affiliate transactions rules. The studies also examined PG&E’s gas hedging activities. These reviews covered six calendar years.
- Lead consultant on an audit of Public Service Electric and Gas compliance with New Jersey affiliate transaction requirements. These requirements which mirror those implemented earlier in California were new to the New Jersey utilities. The audit placed considerable emphasis on the new processes designed to stay in compliance with the new regulations.



Resume of Mr. Mark Fowler

- Lead Consultant in the review and analysis of SEMPRA Energy's gas supply portfolio and trading in conjunction with the California Public Utility Commission's mandated study of affiliate transactions. Examined the gas supply portfolio, trades, pipeline activities and related storage in order to confirm compliance with California PUC affiliate transactions rules. Included a review of San Diego Gas and Electric and Southern California Gas activities as well as affiliates. Vantage performed these audits for two calendar years.
- Lead Consultant on a series of operations improvement projects for The Gas Company of New Mexico. Areas of examination included the gas construction, maintenance, service, meter reading and customer service.
- Directed a process improvement project for a northeastern US gas distribution company which was reexamining their organization, staffing and locations in an effort to become more competitive. The review included all field distribution operations as well as customer service and logistics.
- Lead consultant for a review of the emergency service restoration efforts of four New Hampshire electric utilities to a major ice storm. These included; National Grid, Hew Hampshire Electric Cooperative, Unutil and Public Service of New Hampshire. The review included emergency planning, tree trimming and other storm hardening efforts, emergency response plans and organizations, chronologies of the response efforts, customer service, communications, and intrastate and broader comparisons. The study produced recommendations for each company and for the state as a whole.
- Lead consultant for a review of the emergency service restoration efforts of the Long Island Power Authority and their system operator National Grid to Hurricane Irene. Mr. Fowler led the review of the emergency planning, implementation and results. Mr. Fowler also investigated the customer service organizations response. The study produced recommendations for both LIPA and National Grid (or future operator PSE&G). The resulting report was issued by the NY Department of Public Service using the study results.
- Lead consultant on a long-term process improvement project for Belize Electric Limited (BEL). BEL because of location and the extent of the country lying at low elevation is especially vulnerable to hurricanes and tropical storms. BEL at the time also relied heavily on one primary transmission feed from Comisión Federal de Electricidad (CFE), in the Mexican Yucatan. The improvement process focused on all areas of T&D with emphasis on staffing changes, work management and risk remediation.
- Project Manager on a project to totally revise the emergency response organization and processes of a large Midwestern utility. The project included implementation of the Incident Command System across the organization, standardization of practices in all divisions, improving communications, development of a new Emergency Response Plan and staffing of the organization.
- Lead Consultant on an audit of the Consolidated Edison response to a wind and rain storm which caused significant outages in the Manhattan network as well as the Westchester overhead system. Mr. Fowler's focus was on the T&D response



Resume of Mr. Mark Fowler

and organization in the Westchester area as well as the customer service organization for the entire company.

- Lead consultant on an investigation into a series of outages that occurred throughout the system in a relatively short period of time. Mr. Fowler focused on two of the suburban outages, one of which was substation focused and the other involved underground facilities. The investigation produced a number of recommendations dealing with infrastructure replacement, maintenance intervals and emergency response.
- Lead consultant in extension-of-staff assignments on two dockets for the Connecticut Public Utility Regulatory Authority. The dockets involved emergency preparation and response as well as refinement of regulations pertaining to obligations and penalties.
- Consultant on a rate study for the City of Marshall Michigan municipal utility, which was undergoing restructuring of its energy supply portfolio. Provided technical assistance in the area of electric generation, transmission and distribution as it pertained to development of electric rates.
- Conducted a review of the actions of the California ISO following the energy crisis of 2000.
- Developed a complex financial model for a water and wastewater utility which has undergone significant customer reductions due to the economic downturn of the late 2000s after a period of major new construction. The model helped investigate multiple alternatives to survive the downturn with minimal disruption to existing rates and remaining within debt covenants. The utility has since recovered.
- Conducted a series of process improvement projects for Colorado Springs Utilities in electric generation, distribution, gas distribution and customer service. The projects included customer service as well as opportunities for consolidations of redundant services being provided by the different utility groups.
- Lead consultant in a comprehensive management review of the infrastructure construction and maintenance Utility Directorate for Sandia National Laboratory.
- Lead consultant on a long-term assignment to oversee a steam generation and distribution system which was developing a cogeneration facility. During the assignment the utility also expanded operations into very large scale hot and chilled water services.
- Conducted a utility and municipal services review for the City of Corpus Christi, Texas. The review included opportunities for consolidations of redundant services being provided by the different groups as well as improving processes in all areas of utilities, police, fire and street.
- Lead Consultant on numerous assignments involving process improvement, generation mix and work management at power plants throughout North and Central America. Companies involved include Alberta Power, Edmonton Power, Bonneville Power, Plains Electric Generation and Transmission, Belize Electric



Resume of Mr. Mark Fowler

Limited, Marshall Michigan Electric Utility, PEPCO, Kentucky Power, Aqualectra and Alstrom Development.

- Lead consultant for a review of the emergency service restoration efforts of four New Hampshire electric utilities to a major ice storm. These included; National Grid, Hew Hampshire Electric Cooperative, Unutil and Public Service of New Hampshire. The review included emergency planning, tree trimming and other storm hardening efforts, emergency response plans and organizations, chronologies of the response efforts, customer service, communications, and intrastate and broader comparisons. The study produced recommendations for each company and for the state as a whole.
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- Lead Consultant on an audit of the Consolidated Edison response to a wind and rain storm which caused significant outages in the Manhattan network as well as the Westchester overhead system. Mr. Fowler's focus was on the T&D response and organization in the Westchester area as well as the customer service organization for the entire company.
- Lead consultant on an investigation into a series of outages that occurred throughout the system in a relatively short period of time. Mr. Fowler focused on two of the suburban outages, one of which was substation focused and the other involved underground facilities. The investigation produced a number of recommendations dealing with infrastructure replacement, maintenance intervals and emergency response.

Other Utility Experience

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Resume of Mr. Mark Fowler

and Alstrom Development.

EMPLOYMENT EXPERIENCE

- Director Business Development-North America-Hansen Industries, Melbourne, Australia (2000-2001)
- Senior Financial Manager- Plains Electric Generation and Transmission (1985-1986)
- Director Gas Supply and Distribution- Western US- Buckeye Gas Products (1979-1985)

EDUCATION

- Bachelor of Science, Business Administration, University of Tulsa
- Master of Business Administration, University of Tulsa



RESUME OF MR. MICHAEL C. BOISMENU PE

RELEVANT CREDENTIALS

Through the past four decades he has been actively involved with all phases of the electric power industry. He has successfully completed major design engineering projects, managed multi-disciplined construction projects, managed a large coal fired power plant, managed regional generation assets, and most recently provided consulting services to a variety of power industry clients. His specific power industry related experience includes the following and is further detailed below.

SELECTED CONSULTING EXPERIENCE

Virgin Islands Power & Water Authority (2014-15) - Diagnostic audit of this electric and water utility that was facing serious financial, operational and infrastructure problems. Vantage, conducted a diagnostic audit which then focused on staffing, infrastructure, strategic planning, and other key issues. A broad range of recommendations were developed including changes to the electric power supply, staffing, and transmission and distribution enhancements.

EPRI Plant Maintenance Planning (2014) - Performed research throughout fossil industry and prepared a report on the status of non-outage power plant planning practices. Included analysis of software systems currently utilized.

Louisville Gas & Electric (2010 - Present) - Provided the independent monitoring of \$1 Billion air emission projects at impacted power plants to enable the Company to meet current EPA regulations.

Kentucky Utilities (2010 - Present) - Provided the independent monitoring of \$1 Billion air emission projects at impacted power plants to enable the Company to meet current EPA regulations.

Northwest Energy - Mill Creek Station (2010-12) - Monitored the construction of this three-unit 150 MW combustion turbine power plants for the Montana Public Service Commission. Visited construction site on a regular basis and provided input to the construction team as well as the Montana PSC. Reviewed quarterly reports and testified before the Commission after each report. Provided insight on the In-service criteria and testing and other key design and operational elements.

Lower Colorado River Authority Audit of Affiliate Relations (2010) - Project Manager for review of power plant cost allocations, development of cost allocation manual, and assessment of compliance with agreements with Austin Energy.

Kansas City Power & Light Iatan 1&2 - (2008-11) At the request of the Kansas Corporation Commission (KCC) Staff, provided oversight of the \$500 million installation of an Air Quality Control System (AQCS) on the existing (KCP&L) Iatan Unit 1 and monitored construction of the \$2 billion Iatan Unit 2 coal fired, supercritical power plant. Reviewed organization, cost, schedule, project controls, contractor performance, contract monitoring, site conditions, and



Resume of Mike Boismenu

other key attributes associated with a mega-project. Supported the regular assessments to the KCC on progress and risks, monitored startup and acceptance testing, and provided testimony in rate cases for both Iatan 1 and 2, with recommendations for almost \$240 million in prudence disallowances.

OTHER BUSINESS AND PROFESSIONAL EXPERIENCE

T & D System Optimization:

- As the Engineering Standards Director developed materials and methods to optimize the safety, reliability and efficiency of the Niagara Mohawk T&D System. Included the automation of the T&D Engineering Standards development process and integrated the standards with the Work Management System.

Plant Management and Operations:

- Provided total asset management and leadership for the Station in the evolving electric supply business;
- Instrumental in the successful negotiation and settlement of the long-standing real estate tax litigation case with the City of Dunkirk. Resulted in savings of \$80 million through the term of the agreement;
- Improved the overall image of the Company through participation in Chautauqua County Reengineering Initiative and the associated Implementation Steering Committee. The initiative resulted in a significant reduction in the size of the County government's Executive Staff;
- Provided the leadership to successfully transition the workforce of the power plant from the regulated electric generation business to a non-regulated electric generation environment;
- Through targeted attrition and position abolishment's reduced the staffing level of the power plant from 208 to 125 employees. This coupled with innovative partnering agreements with vendors resulted in a reduction of the Station's Operation and Maintenance budget by 45% from the previous year's level;
- Provided the organizational design to complete the safe and effective complete of the NRG Dunkirk Power Plant from eastern coal to PRB coal.

Asset Management:

- Provided an assessment of the NRG Big Cajun II operation and maintenance process. Resulted in a significant improvement in availability and a more functional and responsive organization design;
- As the Regional Director of Operations in the NRG Mid-Atlantic Region. Completed an assessment of the operation and maintenance practices and made recommendation and



Resume of Mike Boismenu

implemented a combination of Station physical, organizational and employee development and improvement programs all of which contributed to the significant reduction in the NRG Indian River Station's forced outage rate;

- As the Regional Director of Operations for the NRG New York Region, developed the Regional plan for emergence from bankruptcy, redirected the Region to assure appropriate input from each generating facility.

EDUCATION

- Associates Degree in Applied Science - Erie County Technical Institute;
- Lemoyne College - MBA in progress;
- New York State Professional Engineer - 1987;
- Significant in-service professional training



