



In Response to Solicitation for Bid

In re: Solicitation for under \$50K bid to assist Staff in Reviewing Claiborne Electric Cooperative, Inc.'s Fiber-to-the-Home Project

Proposal Prepared for:

Louisiana Public Service Commission
Baton Rouge, LA

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Section I: Company and Department Overview

Company Overview

Power System Engineering, Inc. (PSE) is a full-service consulting firm serving clients in the utility industry, including regulatory entities and electric cooperatives. Some of the services we provide include:

Communications	Operations Consulting
Demand Response	Rates and Cost of Service, including formula rate plans.
Energy Efficiency	Resource Planning
Engineering Studies	Statistical Performance Measurement (Benchmarking)
Financial Planning	Substation Design
Line Design	Utility Automation
Load Forecasting	Value of Service
Market and Load Research	Workshops and Seminars
Other Economic Studies	Mergers and Acquisitions Analysis

PSE was established in 1974 and is registered in the State of Wisconsin as a Subchapter S Corporation. Our headquarters are located in Madison, Wisconsin (1532 W. Broadway, Madison, WI 53713). PSE has approximately 85 employees located throughout our seven offices in Madison, WI (headquarters), Minneapolis, MN, Prinsburg, MN, Marietta, OH, Sioux Falls, SD, Lexington, KY, and Topeka, KS.

The project will be completed by PSE's Utility Automation and Communications and Economics, Rates, and Business Planning Departments and will not include the use of any contractors. For additional information, we invite you to visit our website:

<http://www.powersystem.org>.

PSE's Mission, Core Focus, and Primary Differentiator

PSE's Mission

PSE is successful by having great people provide engineering and other professional services that are important to our clients to achieve their business goals. In achieving our business purpose and mission, we adhere to the following core values:

- We care about our clients and strive to ensure that our clients are continuously satisfied with our services.

- We create an environment that encourages our employees to achieve their goals and perform to their greatest potential.
- We provide client services in a timely, economical, cooperative, and professional manner.

PSE's Core Focus

PSE's core focus is to provide high quality cost effective professional consulting services to the stakeholders in the electric utility industry. PSE's Economics, Rates, and Business Planning Department provides services related to economics, rates, and business planning to regulators, utilities, industry associations, and customers throughout North America and beyond. Other PSE departments assist utility clients with resource planning, power delivery planning, power delivery design, and utility automation and communications.

PSE's Primary Differentiator

PSE is employee-owned and independent, which gives our clients the confidence that our team is motivated to satisfy their needs and represent their interests. We have set high standards in terms of character, integrity, reputation, judgment, experience, and efficiency. Regardless of the project, you will find our team to be professional, experienced, and dedicated to quality work.

Department Overview

The Communications and Automation department at PSE provides a wide-array of services for our cooperative clients across the country. Our staff focuses on strategic planning, design, procurement, deployment and commissioning services of utility automation needs as well as the communications needed to backhaul these programs. We are not affiliated with any technology vendors and provide a 100% agnostic evaluation of all solution alternatives. We have many years of experience in AMI, SCADA, DA, CIS, GIS, and other automation programs.

Our communications practice area includes experts in private mobile voice, wireless data, fiber, microwave systems, as well as public communications through third-parties. Over the last five years, we have become experts in FTTH and wireless to the home strategic planning for our clients evaluating broadband initiatives.

The Economics, Rates, and Business Planning department at PSE has been completing rate design and COS studies for our clients in the utility industry for over 35 years. Collectively, the Rate and Financial Planning team within our department has approximately 130 years of experience working for or consulting with regulatory bodies and electric utilities on rate, COS, accounting, and financial matters. PSE's rate and financial analysts are experienced working with utility trial balances, billing systems, financial statements, equity management plans, financial forecasts, and budgets to help establish the proper level of operating expenses and margin requirements to be recovered by rates. PSE has a diverse understanding of how various system or consumer peaks are measured and contribute to the utility's revenue requirement so that costs are fairly and equitably allocated to the classes. Through project work, attending and conducting seminars, PSE has the experience needed to conduct the review as requested by LPSC's Staff.

Account Management

PSE conducts its projects using a team. This generally includes Client Liaison, Project Manager, Analyst, and Technical Review personnel. PSE assures you we will proceed with carrying out tasks associated with this project in accordance with the Commission and its Staff's determination.

An important success factor in completing the requested analysis beyond technical competence is project management. At PSE, we place great emphasis on clearly defining the project's key deliverables and communicating the intermediate results of our analysis throughout the course of the project. We have established processes and models in place so that we can conduct robust analyses efficiently on behalf of our clients. Our approach to project management will help ensure that the project is completed on time and that it meets or exceeds Commission Staff's expectations.

Cooperative project analysis often times involves competing objectives to consider. In completing various projects with a diverse client base, PSE has extensive experience helping regulators and utilities navigate the complex issues involved and building consensus among various stakeholder groups. We are qualified to assist LPSC Staff and will provide an objective recommendation to ensure that the Cooperative's FTTH as approved reflects the goals and objectives advocated by the Commission and its Staff.

Section II: Executive Summary

Power System Engineering, Inc. (“PSE”) is pleased to submit this proposal to assist the Louisiana Public Service Commission (“Commission” or “LPSC”) Staff (“Staff”) in its review of Claiborne Electric Cooperative, Inc.’s (“CEC”, or “Cooperative”) Fiber-to-the-Home (“FTTH”) Project. PSE is fully qualified to assist the Commission and its Staff in the review of this matter in a knowledgeable and efficient manner, as PSE possesses hands-on expertise in the FTTH subject area, as well as substantial experience participating in cases involving public utility regulation. Specifically, we were successful in helping clients in other states analogous to the proposed Project.

PSE was very active in the FCC Rural Broadband Experiment (RBE), where over \$100 million dollars was granted to non-traditional providers to develop FTTH broadband initiatives. PSE helped several cooperatives to apply for the grant money through an NRECA project. Some of the cooperatives that we developed the technical review of solution options and business case financials were successful in receiving RBE funding. For many of our cooperative clients involving broadband initiatives, we provided all capital and operational costs, plus determined practical revenue take-rate targets. These variables were input into our sophisticated FTTH business case modeling tool to help clients determine if a FTTH initiative was viable. We have a list of FTTH references in Section IX.

Accordingly, based on our knowledge and experience gained in previous projects involving similar tasks for the companies in other states, LPSC can fully expect us to perform this review in an objective and efficient manner and at a low cost. Our expert team stands prepared to conduct the thorough and objective review of the CEC’s FTTH Business Model and Construction Work Plan (“CWP”), as well as validate there is no existing or potential subsidization between the Cooperative’s electric operations and the new FTTH subsidiary, so as to ensure the CEC’s members are adequately protected. We truly believe LPSC and its Staff stand to gain significantly from our broad experience involving work for regulatory and FTTH utility clients in multiple states.

Section III: Respondent Qualifications

PSE is uniquely qualified to assist the Staff in this docket due to our familiarity with similar FTTH projects prepared for other cooperatives, as well as our broad and extensive experience involving various work for regulatory and utility clients in multiple states. Besides solid subject matter expertise, our consultants' experience includes participating in cases involving public utility regulation and presentation of direct testimony, as detailed in Section V summarizing our project team, as well as in Appendix A, containing each member's individual curriculum vitae. Additionally, Section I offers our company and department overviews, further underscoring that PSE meets all professional qualification requirements specified in the Commission's guidelines for technical consultants. PSE is fully committed to adhering to ratemaking, jurisdictional issues, and applicable regulations specific to the LPSC. Furthermore, our consultants are experienced in analyzing the operations, books, and records of utility companies for the purpose of setting just and reasonable rates, as evident from their extensive knowledge of the following:

1. Appropriate accounting standards and practices for electric public utilities and/or electric cooperatives, public utility accounting, and generally accepted auditing standards.
2. Appropriate ratemaking adjustments to be made to the utility's accounting records.
3. National Association of Regulatory Utility Commissioners ("NARUC") approved cost-of-service ("COS") methodologies for cooperatives.
4. Determination and calculation of the appropriate rate base of a utility plant investment dedicated to providing service.
5. Traditional COS and cost allocation methodologies supporting the revenue requirements among classes of customers.
6. Cost allocation methodologies for the allocation of investment and expenses among affiliates, including the relationship of the holding company to its subsidiary operating companies, the transfer of investment and costs between operating companies, and the provision of services among affiliates.
7. Allocation of investment and expenses between the non-regulated and regulated operations at the holding company and at the operating company level.
8. Cost of capital, including capital structure, cost of debt, cost of equity, and rates of return.
9. Familiarity with just and reasonable costs and prudent investments associated with providing reliable and quality service as recommended by NARUC.
10. Determination and calculation of an adequate revenue requirement sufficient to cover the allowable costs of service and rate of return, including the Times Interest Earned Ratio ("TIER") and Debt Service Coverage Ratio ("DSC") for cooperative utilities.
11. Depreciation and taxation.
12. A detailed understanding of the major functional areas of a regulated cooperative.

Section IV: Action Plans and Timelines

PSE is prepared to begin work on this project immediately upon being retained by the Commission and thereafter upon the filing by CEC of the Application for Commission's approval of its FTTH Plan. We have developed the following Action Plan for the major activities in this proceeding. We will assist the LPSC and its Staff in the following actions:

1. Conduct a technical review of the CEC's FTTH Business Model and Construction Work Plan

- a. Review the cost side of the proposed \$81 million FTTH deployment.
 - i. Verify maps of the deployment are developed in a manner appropriate for a FTTH system as described in the construction plan.
 - ii. Determine the capital and operational cost inputs developed for the business model follow industry standards and include last mile connections, in-home installation costs, as well as typical replacement timing and costs for the FTTH network electronics.
 - iii. Review the costs for churn rate, customer service, and replacement modems at homes.
- b. Review the revenue inputs for the cost model for viability and sustainability.
 - i. Determine the take rate variable used for the business model.
 - ii. Review FCC Form 477 data to evaluate the potential competitors in the proposed FTTH service area.
 - iii. Evaluate the market rates in 15 appropriate zip codes for broadband services.
 - iv. Verify that the proposed take-rate and service offerings included in the business model are attainable.

2. Verify there doesn't exist an actual or potential for a subsidy between the CEC's electric operations and the FTTH wholly-owned subsidiary:

- a. Determine the reasonableness of the FTTH Project Construction and Operating Costs
 - i. Identification and separation of construction costs and operating expenses directly related to FTTH operations.
 - ii. Identification and allocation of payroll and related expenses for time spent directly by CEC electric employees on FTTH construction, operations, and maintenance.
 - iii. Identification and allocation of transportation and construction equipment costs used on FTTH construction, operations and maintenance.
 - iv. Identification and allocation of indirect costs and overheads including but not limited to:
 1. Management and administrative Payroll Expense
 2. Use of CEC facilities
 3. Other Administrative and General Expenses

b. Evaluate the FTTH Project Financing Costs

- i. Reasonableness of CEC's identification and separation of long term debt and related costs incurred by CEC to fund the FTTH subsidiary on both a marginal and average embedded cost basis.
- ii. Potential impact of the FTTH related debt costs on CEC's TIER, DSC and other ratios the may affect CEC's overall revenue requirement.
- iii. Extent to which the FTTH subsidiary start up is facilitated by cash or other CEC resources invested in the subsidiary and how CEC is compensated for such investment.

c. Review the Lease-Back Agreement

- i. Review the Lease-Back Agreement to assess how reasonably it captures FTTH expenses and reflects CEC's utilization of FTTH capabilities.

Project Deliverables

PSE will provide a final written report that:

- Summarizes all tasks performed as part of the project, including but not limited to those outlined above.
- Outlines any conclusions or area of concern regarding the determination of FTTH construction, operation and maintenance and how the electric ratepayers might be affected.
- Outlines what safeguards, if any, are in place and/or should be added in order to protect the electric ratepayers in the event the FTTH subsidiary does not achieve profitable sales volumes (i.e. accounting practices, reporting requirements, etc.).
- Summarizes the viability of the FTTH business model based on the cost and revenue input variables.

Additional Tasks

In accordance with the solicitation request, this proposal does not provide for the additional tasks listed below. However, PSE will be available to assist the LPSC with those, if/as needed, on an hourly basis.

- Correction of deficiencies in CEC's application and/or filing exhibits.
- Preparation of direct and cross-answering testimony.
- Review, preparation of and/or responding to discovery requests.
- Negotiating with the Cooperative and any intervening parties, if necessary.
- Assisting in drafting a settlement agreement.
- Preparing testimony in support of or in lieu of a settlement agreement for the request for approval of the FTTH Plan.
- Appearing at hearing, if necessary; and assisting Staff Counsel in preparation for the hearing, if required.

We anticipate that we can complete the above detailed activities within the typical time period allocated to the subject Project. However, PSE understands the definite time frame is unknown at this time, so we are ready to accommodate the actual time frame as the Commission may deem necessary

Section V: Project Team

PSE proposes to devote an experienced Project Team to this effort. Mr. Charles Plummer will serve as the Project Lead. Ms. Elena Kanaeva-Larson and Sarah Genschaw and Messrs. Jeffrey Laslie, Steve Fenrick, and James Windisch will assist with analysis, as needed. Collectively, this team has completed well over 100 various projects for electric cooperatives, including FTTH, as well as other regulatory filings before various state commissions. Below are brief summaries of the team-members' backgrounds. For additional detail, please refer to the resumes included in Appendix A.

Mr. Plummer, Director of Communications Infrastructure earned a BS degree in Electrical Engineering from the University of Wisconsin- Madison at Madison, Wisconsin. Charles leads a team of communications experts facilitating the strategic planning, evaluation, procurement, and deployment of mission critical communications infrastructure for PSE utility clients following smart grid technology roadmaps. He also has lead several broadband initiatives for our cooperative clients. He has been working in the electrical utility industry almost 25 years in various communications and application technologies.

Ms. Genschaw, Project Coordinator, has a BA degree in Journalism from University of Wisconsin-Whitewater at Whitewater, Wisconsin with a major in Advertising and a minor in Communications. She has ten years of experience in utility communications, coordinating the strategic planning, design, procurement, and deployment of communications projects.

Mr. Windisch, Business Development Manager, has 15 years of combined inside and outside sales experience comingled with client relationship management, contract performance, and customer service. He has direct selling experience in several vertical markets at all levels to include industrial, financial, healthcare, education, government, enterprise, and the SMB space. His skillset includes a wide range of experience in competitive market analysis, target customer profiling, sales territory creation and refinement for technology services and products.

Mr. Macke, Vice President, Economics, Rates, and Business Planning, has over 20 years of experience in the industry. Mr. Macke leads PSE's Economics, Rates, and Business Planning Department. Mr. Macke has expertise in numerous areas including business strategy, financial analysis and planning, cost of service studies, rate design, dynamic pricing, demand-side management, large load rates, contracts, mergers and acquisitions, regulatory support, and expert testimony. He is frequently called upon to speak to utility management, directors, commissioners, and industry associations on a broad range of topics related to utility economics, finance, rates, and business strategy. Mr. Macke serves on PSE's Board of Directors and Executive Committee.

Ms. Kanaeva-Larson, Rate and Financial Analyst, has a solid background in the area of public utility regulation, including experience in the development and auditing of various utility projects both within the context of her work at PSE and from her time spent as the Commission Staff at the KCC. In her present role at PSE, Ms. Larson's emphasis is on performing complex financial analyses, such as rate studies consisting of determination of revenue requirements, cost of service analyses, and rate design. Ms. Larson also has expertise in formula based rates, ad valorem riders, demand-side management, and prepaid metering programs. Additionally, she provides regulatory support, including review of filing and providing expert witness testimony, and assists with

training and presentations for the Commission staff, utility management, boards, and industry associations.

Mr. Laslie, Senior Financial Analyst and a Certified Public Accountant, has over 40 years of utility industry and consulting experience in various matters relating to cooperative electric cooperatives rates, financial planning, and other industry issues. In addition, he has made numerous appearances as an expert witness before regulatory commissions and has participated in State and Federal commission interventions.

Mr. Fenrick, Leader, Economics and Market Research, has been a consultant in the energy utility industry for 15 years. He is an expert in utility performance benchmarking, alternative regulation, value-based reliability planning, productivity analysis, and DSM. Mr. Fenrick has provided senior-level consulting services, presented findings, and conducted expert witness testimony for locally-owned utilities, IOUs, regulatory commissions, trade associations, and consumer advocates. He has published a number of peer-reviewed journal articles on the topics of alternative regulation, performance benchmarking, and DSM programs.

Section VI: Conflicts of Interest

PSE has no known conflicts of interest in representing the LPSC and its Staff in this proceeding, and none of the Project Team members currently represent any other clients before the Commission. Additionally, Project Team members do not represent investor-owned gas or electric utilities.

Section VII: Pricing

The list of hourly rates for the Project Team, as well as support staff, is shown in the table below. PSE will ensure that only charges for actual hours worked and actual expenses incurred will be billed and that our bills will not exceed the total labor and expense budgets based on the scope of work outlined. Furthermore, we acknowledge that bills will be rendered monthly in strict accordance with the Commission's billing guidelines; and any expenses charged will be within the Commission's standard expense allowances, with proof attached upon submittal.

Power System Engineering, Inc. 2017 Hourly Fee Schedule Louisiana Public Service Commission		
Name	Title	Hourly Rate
Richard Macke	VP, Economics, Rates, and Business Planning	\$230
Charles Plummer	Director of Communications Infrastructure	\$185
Sarah Genschaw	Project Coordinator	\$125
James Windisch	Business Development Manager	\$130
Steven Fenrick	Leader, Benchmarking and Economic Studies	\$215
Jeffrey Laslie	Senior Consultant	\$165
Elena Larson	Rate and Financial Analyst	\$145

Section VIII: Budget to Perform Requested Services

PSE proposes a budget of \$35,000, consisting of \$20,000 for Economics, Rates, and Business Planning consulting services, \$13,000 Utility Automation and Communications consulting services, and an additional \$2,000 in expenses if an onsite visit by PSE is requested. PSE will ensure that only charges for actual hours worked and actual expenses incurred will be billed and that our bills will not exceed the total labor and expense budgets based on the scope of work outlined. Furthermore, we acknowledge that bills will be rendered in strict accordance with the Commission's guidelines; and any expenses charged will be within the Commission's standard expense allowances, with proof attached upon submittal.

Section IX: FTTH Broadband References

Power System Engineering has set high standards in terms of character, integrity, reputation, judgment, experience, and efficiency. We encourage the Louisiana Public Service Commission to contact any of our clients that are listed below to discuss the corresponding projects.

Client Name:	Laclede Electric Cooperative, MO
Contact Person:	Terry Rosenthal, P.E.
Address:	P.O. Box M Lebanon, MO 65536
Phone No.:	(800) 299-3164
E-mail:	trosenthal@lacledeelectric.com
Project Specifics:	
<p>Laclede was interested in providing broadband service to members in its service territory. LEC commissioned PSE to analyze the financial viability of such a venture and explore possible funding support and incentives for the service. PSE conducted a study to explore the following: assumptions for fiber to the home (FTTH), wireless to the home, and hybrid FTTH and wireless deployment solutions, cost out solutions for FTTH, wireless, and hybrid deployments, evaluate the cost-benefit for FTTH, wireless, and hybrid options, and review possible FCC funding assistance under the Connect America Fund (CAF).</p> <p>As a follow up to the initial Broadband business case project, the Board asked for more analysis to better vet the business case numbers. In particular, PSE provided more analysis of the revenue side of the business case including competitive analysis, pricing recommendations, Take Rate assumptions, including the creation of pro forma documentation.</p>	

Client Name:	Allamakee-Clayton Electric Cooperative
Contact Person:	Paul Foxwell
Address:	Postville, IA
Phone No.:	(563) 864-7641
E-mail:	pfoxwell@acrec.coop
Project Specifics:	
<p>PSE began by developing a cost-benefit analysis, conceptual design, and documentation for the FCC Broadband Experiment project. ACEC was selected for funding and the project evolved into our assistance with designing a hybrid fiber-wireless design, FCC regulatory issues, fiber allocation costs, and developing fiber construction standards.</p>	

Client Name:	Midwest Energy Cooperative, MI
Contact Person:	Terry W. Rubenthaler
Address:	901 East State Street Cassopolis, MI 49031
Phone No.:	800-492-5989
E-mail:	terryr@teammidwest.com
Project Specifics:	
<p>PSE assisted Midwest Energy Co-op in developing conceptual designs and budgetary costs for backbone communications network options. One option was to transport broadband services to subscribers in Midwest's service area including transport network costs to support detailed FTTx</p>	

(fiber to the home, building, curb, or neighborhood) business case analysis by Pulse Broadband. Another option was for a Midwest-owned, private microwave backbone for electric cooperative operations only. For this, we compared the cost of backbone communications network that would support electric operations to a backbone that would support future broadband service provision.

Client Name:	Mille Lacs Electric Cooperative, MN
Contact Person:	Stacy Cluff
Address:	36559 U.S. Highway 169 Aitkin, MN 56431
Phone No.:	(218) 927-2191
Email:	stacyc@mlecmn.com
Project Specifics:	
<p>PSE assisted Mille Lacs with a project considering possible FCC funding assistance under the Connect America Fund (CAF). We completed a fiber conceptual design to create a backbone for utility purposes connecting substations and towers to the office, extended the backbone with fiber to the home and other key locations, projected costs and assumptions, an FCC experimental eligible location map that compared FCC provided funding to PSE’s forecasted costs.</p> <p>As a follow-on, PSE ran various Internet market share scenarios from the most pessimistic (e.g., 20 percent) market share to 60 percent market share. We also considered different penetration rates for commercial versus residential including defining the lowest market share to still achieve a positive NPV, and supported Mille Lacs in creating the FCC funding grant application.</p>	

Appendix A – Resumes

RICHARD J. MACKÉ

VICE PRESIDENT, ECONOMICS, RATES, AND BUSINESS PLANNING

SUMMARY OF EXPERIENCE AND EXPERTISE

- Over 20 years of experience in electric utility consulting.
- Specialized expertise in financial analyses with particular emphasis on utility finance, rate and cost of service matters, financial planning, and financial modeling.
- Frequent speaker at utility board, commission, and staff meetings.
- Expert witness for various utility filings

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. - Minneapolis, MN (1999-present)

Vice President, Economics, Rates, and Business Planning (June 2011-present)

Vice President, Rates and Financial Planning (July 2010-May 2011)

Leader, Rates and Financial Planning (April 2008-June 2010)

Senior Rate and Financial Analyst (2002-March 2008)

Rate and Financial Analyst (1999-2002)

As Vice President of the Economics, Rates, and Business Planning Department at PSE, responsibilities include managing the firm's economic and rate practice areas and providing senior level consulting services to clients in the areas of cost of service, rate design, including formulaic rates, financial planning and forecasting, merger and acquisition analysis, and support. Additional responsibilities include strategic planning, litigation support, regulatory compliance, capital expenditure, and operational assessments and advisement.

Energy & Resource Consulting Group, LLC - Denver, CO (1998-1999)

Senior Analyst

Senior Analyst for financial, engineering, and management consulting firm. Performed consulting services related to electric, gas, and water rate studies. Part of the Financial and Engineering Advisor Team contracted to the City Council of the City of New Orleans, LA to assist in various electric and gas utility matters. Provided expert testimony and participated in various regulatory proceedings involving the City Council, the Public Utilities Commission of Texas, and the Public Utilities Commission of Nevada. Provided general financial, management, and public policy support to clients.

Power System Engineering, Inc. - Blaine, MN (1996-1998)

Financial Analyst

Financial Analyst in Utility Planning and Rates Division. Emphasis on retail rate studies, including revenue requirements, and bundled/unbundled cost of service studies. Provided analysis used to support testimony, mergers and acquisitions cases, and financial forecasting.

RICHARD J. MACKE

EDUCATION

University of Minnesota, Minneapolis, MN

Masters of Business Administration (emphasis on Finance and Strategic Management),
2007

Bethel University, St. Paul, MN

Bachelor of Arts Degree in Business (emphasis on Finance and Marketing),
Minor: Economics, 1996

ADDENDUM REFERENCES - EXPERT TESTIMONY

Case or Jurisdiction	Docket No.	Description
Kansas	16-GIME-403-GIE	Kansas Electric Cooperatives and Southern Pioneer Electric Company, in the matter of the General Investigation to Examine Issues Surrounding Rate Design for Distributed Generation Customers. Testimony filed in support of Stipulation and Agreement on behalf of both entities. Appearance before Commission at hearing.
Kansas	16-PLCE-490-TAR	Prairie Land Electric Cooperative, Inc., application for approval to update its Local Access Delivery Service Tariff pursuant to the 34.5kV Formula Based Rate Plan approved in Docket No. 16-MKEE-023-TAR. Testimony filed on behalf of Prairie Land.
Kansas	16-SPEE-501-TAR	Southern Pioneer Electric Company, Annual Filing for approval to make certain changes to its charges for electric services pursuant to the 34.5kV Formula Based Rate Plan approved in Docket No. 16-MKEE-023-TAR. Testimony filed on behalf of Southern Pioneer.
Kansas	16-VICE-494-TAR	The Victory Electric Cooperative Association, Inc., application for approval to update its Local Access Delivery Service Tariff pursuant to the 34.5kV Formula Based Rate Plan approved in Docket No. 16-MKEE-023-TAR. Testimony filed on behalf of Victory.
Kansas	16-WSTE-496-TAR	Western Cooperative Electric Association, Inc., application for approval to update its Local Access Delivery Service Tariff pursuant to the 34.5kV Formula Based Rate Plan approved in Docket No. 16-MKEE-023-TAR. Testimony filed on behalf of Western.
Kansas	16-MKEE-023-TAR	Mid-Kansas Electric Company, application for

		approval of individual 34.5kV formula-based rates. Filed on behalf of Prairie Land, Southern Pioneer, Victory, and Western.
Kansas	15-SPEE-519-RTS	Southern Pioneer Electric Company, Annual Filing for approval to make certain changes to its charges for electric services pursuant to the Debt Service Coverage Formula Based Ratemaking Plan Approved in Docket No. 13-MKEE-452-MIS. Testimony filed on behalf of Southern Pioneer.
Kansas	15-SPEE-161-RTS	Southern Pioneer Electric Company, application for approval to make certain changes to its Local Access Charge Rate. Testimony filed on behalf of Southern Pioneer.
Kansas	14-SPEE-507-RTS	Southern Pioneer Electric Company, Annual Filing for approval to make certain changes to its charges for electric services pursuant to the Debt Service Coverage Formula Based Ratemaking Plan Approved in Docket No. 13-MKEE-452-MIS. Testimony filed on behalf of Southern Pioneer.
Kansas	13-MKEE-452-MIS	Mid-Kansas Electric Company, LLC, application for approval of a Debt Service Coverage Ratemaking Pilot Plan. Filed on behalf of its member-owner, Southern Pioneer Electric Company.
Kansas	11-MKEE-380-RTS	Mid-Kansas Electric Company, LLC, application for revised rates, tariffs, and rate design changes. Filed on behalf of its member-owner, Southern Pioneer Electric Company.
Kansas	11-MKEE-491-RTS	Mid-Kansas Electric Company, LLC, application for revised rates, tariffs, and rate design changes. Filed on behalf of its member-owner, Western Cooperative Electric Assn., Inc.
Kansas	11-MKEE-439-RTS	Mid-Kansas Electric Company, LLC, application for revised rates, tariffs, and rate design changes. Filed on behalf of its member-owner, Wheatland Electric Cooperative, Inc.
Kansas	09-MKEE-969-RTS	Mid-Kansas Electric Company, LLC, application for approval to make certain changes in the charges for electric services. Filed on behalf of Mid-Kansas and its member-owners: Lane-Scott Electric Cooperative, Inc.; Prairie Land Electric Cooperative, Inc.; Southern Pioneer Electric Company; Victory Electric Cooperative Association, Inc.; Western Cooperative Electric Association, Inc.; and Wheatland Electric Cooperative, Inc.

Kansas	09-PNRE-563-RTS	Pioneer Electric Cooperative, Inc., application to increase rates. Testimony filed on behalf of Pioneer.
Kansas	09-WHLE-681-RTS	Wheatland Electric Cooperative, Inc., application to increase rates. Testimony filed on behalf of Wheatland.
Minnesota	E-111/GR-03-261	Dakota Electric Association, application to increase rates. Testimony filed on behalf of Dakota.
South Carolina	2014-246-E	Testimony in support of the Settlement Agreement submitted by the parties to the Commission as the generic net metering methodology required by S.C. Code §58-40- 20(F)(4) of Act 236 on behalf of Central Electric Power Cooperative, Inc. and the Electric Cooperatives of South Carolina.
Texas	2150	North Star Steel, appropriateness of settlement rates being charged by Entergy Gulf States, Inc. Testimony filed on behalf of North Star Steel before the Public Utilities Commission of Texas.

ELENA E. KANAeva-LARSON

RATE AND FINANCIAL ANALYST

SUMMARY OF EXPERIENCE AND EXPERTISE

- Possesses working knowledge of various rate, economic, financial, and policy issues prevalent in the electric utility industry.
- Published numerous written reports, recommendations, and expert witness testimony on a variety of technical and policy matters.
- Experienced at presenting to Commission Staff, Commissioners, Utility Board, Management and Staff, and Consumer Advocates.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Minneapolis, MN (2013-present)

Rate and Financial Analyst

Emphasis on performing complex financial analysis, such as rate studies consisting of determination of revenue requirements, cost of service analysis, and rate design, including formula rates. Other responsibilities include assisting with regulatory filings, including formula rate plan proceedings, performing analysis of special programs, financial forecasting, and other financial analysis for various PSE clients, as well as presenting at the various industry events.

Kansas Corporation Commission – Topeka, KS (2009-2012)

Energy Analyst, promoted to Senior Utility Rate Analyst

Analyzed financial and technical data filed by over a dozen different jurisdictional investor-owned and cooperative electric and gas utilities. Evaluated compliance reports containing companies’ field operations performance statistics to help ensure the achievement of the industry and/or Commission-established quality of service and reliability benchmarks. Issued written reports, recommendations, and/or testimony in over thirty dockets addressing multiple topics related to utility costs and rates.

- Co-authored the rules and regulations fulfilling the state Net Metering and Easy Connect Act for the renewables.
- Developed and documented process for comprehensive auditing for the applications submitted by the jurisdictional electric providers for the change in their wholesale retail transmission formula rates.

EDUCATION

Ashford University, Clinton, IA
Master of Business Administration, 2008

Washburn University, Topeka, KS
Bachelor of Science Degree in Mathematics, 2001

Continuing Education Courses:

- Class Cost of Service and Rate Design for Electric Utilities
- Electric Transmission Cost Allocation/Rate Design

ELENA E. KANAIEVA-LARSON

- Financing Transmission Expansion for Renewable Energy
- Electricity Pricing
- Electric Quality of Service/Distribution Reliability Indices
- Reactive Power, Voltage Stability, and Control
- Wind Power Project Siting

ADDENDUM REFERENCES - EXPERT TESTIMONY

Case or Jurisdiction	Docket No.	Description
Kansas	17-PLCE-478-TAR	Application of Prairie Land Electric Cooperative, Inc. Seeking Commission Approval to Update Its Local Access Delivery Service Tariff pursuant to 34.5kV Formula-Based Rate Plan.
Kansas	17-VICE-481-TAR	Application of Victory Electric Cooperative Association, Inc. Seeking Commission Approval to Update Its Local Access Delivery Service Tariff pursuant to 34.5kV Formula-Based Rate Plan.
Kansas	17-WSTE-477-TAR	Application of Western Cooperative Electric Association, Inc. Seeking Commission Approval to Update Its Local Access Delivery Service Tariff pursuant to 34.5kV Formula-Based Rate Plan.
Kansas	16-MDWE-023-TAR	Application of Midwest Energy, Inc. Seeking to Update Attachment H of its Open Access Transmission Tariff (Transmission Formula Rate)
Kansas	15-PLCE-176-TAR	Application of Prairie Land Electric Cooperative, Inc. Seeking Commission Approval to Update Its Local Access Delivery Service Tariff (COS for sub-transmission service).
Kansas <i>filed on behalf of Commission Staff</i>	12-MKEE-380-RTS	Application of Mid-Kansas Electric Company, LLC for Approval to Make Certain Changes in its Charges for Electric Services in the Geographic Service Territory Served by Southern Pioneer Electric Company.
Kansas <i>filed on behalf of Commission Staff</i>	12-WSEE-112-RTS	Joint Application of Westar Energy, Inc. and Kansas Gas and Electric Company for Approval to Make Certain Changes in Their Charges for Electric Service.

Kansas <i>filed on behalf of Commission Staff</i>	11-GBEE-624-COC	Application of Grain Belt Express Clean Line LLC for a Limited Certificate of Public Convenience to Transact the Business of Public Utility in the State of Kansas.
Kansas <i>filed on behalf of Commission Staff</i>	11-GIME-597-GIE	General Investigation Into the Classification as Transmission of Distribution of Certain 34.5 kV Facilities Owned by Certain Members of Mid-Kansas Electric Company, LLC and Into Certain Agreements Relating to the Provision of Wholesale Service by Mid-Kansas Electric Company, LLC to Kansas Power Pool and Kansas Electric Power Cooperative, Inc. on Such Facilities

Involvement in other proceedings:

- 16-VICE-494-TAR, 16-WSTE-496-TAR, 16-PLCE—TAR
Before Kansas Corporation Commission
Assisted in drafting testimony and application for the approval of the annual updates for FRP for distribution electric cooperatives. Populated revenue requirement templates.
- 16-MKEE-023-TAR
Before Kansas Corporation Commission
Assisted in drafting testimony for the application to approve FRP for sub-transmission service for electric distribution cooperatives and a non-profit company. Populated revenue requirement templates and drafted FRP Protocols submitted with the application.
- 16-SPEE-306-TAR, 15-SPEE-267-TAR, 14-PLCE-312-TAR, 14-SPEE-297-TAR
Before Kansas Corporation Commission
Calculated annual update for the Property Tax Surcharge Rider for a non-profit electric distribution company and cooperatives; revised the tariffs submitted with the application.
- 16-SPEE-501-TAR, 15-SPEE-519-RTS, 14-SPEE-507-RTS
Before Kansas Corporation Commission
Assisted in drafting testimony for the application to approve Annual Updates of a non-profit distribution company’s FRP. Populated revenue requirement templates and updated retail rate tariffs submitted with the application.
- 15-SPEE-161-RTS
Before Kansas Corporation Commission
Assisted in drafting testimony for the application to approve COS for sub-transmission service for electric distribution non-profit company. Calculated revenue requirement and updated retail tariffs submitted with the application.

- 15-SPEE-357-TAR
Before Kansas Corporation Commission
Assisted in drafting testimony and tariffs submitted with the application to approve the Demand Response Peak Time Rebate Pilot Program for a non-profit electric distribution company.
- 12-MDWE-489-GIE, 11-MDWE-763-TAR, 11-WSEE-599-TAR, 11-KCPE031-COM, 10-MDWE-733-TAR, 10-KGSG-644-COM, 10-KGSG-535-COM, 10-WSEE-507-TAR, 10-BHCG-409-COM, 09-KGSG-927-COM
On Behalf of the Kansas Corporation Commission
Authored Report and Recommendations and tariff revisions on behalf of the Commission Staff.

JEFFREY C. LASLIE, CPA **SENIOR FINANCIAL ANALYST**

SUMMARY OF EXPERIENCE AND EXPERTISE

- Over 40 years of experience in the utility industry and consulting.
- Extensive experience with generation and transmission as well as distribution cooperative rate, financial, and planning matters.
- Numerous appearances as an expert witness and participation in state and federal commission interventions.
- Licensed Certified Public Accountant.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Indianapolis, IN (1997-present)

Senior Financial Analyst

Provides consulting service to the electric utility industry in financial and strategic planning, rate and cost of service (COS) analysis, regulatory assistance, key account strategy, and related areas.

- Prepared COS studies with consideration of competitive position, regulatory constraints (where applicable), and utility objectives.
- Developed new traditional, time-differentiated, seasonal, and other innovative rate structures with consideration of competitive position, regulatory constraints (where applicable), and utility objectives.
- Prepared revenue requirement and other financial forecasting studies.
- Developed new rates for and assisted in negotiations with large industrial loads.
- Developed net metering, net billing and other rate structures for distributed generation applications.
- Assisted with reviewing and revising other utility policies and charges relating to line extensions, pole contacts, and other charges.
- Assisted large industrial users with reviewing and intervening in supplier rate increases filed at state regulatory commissions.
- Assisted statewide associations with reviewing and commenting on new policies, regulations, and statutes proposed by legislatures and/or regulatory commissions.
- Prepared COS studies for electric utility owned natural gas operations.

J. Laslie and Associates – Greenfield, IN (1995-1997)

Owner

Provided consulting and high level support services to electric distribution and other small utilities. Services were directed towards the financial, regulatory, and planning issues as well as implications of competition, customer choice, and other aspects of the evolving electric industry.

JEFFREY C. LASLIE, CPA

- Developed new retail and economic development rates.
- Reviewed wholesale power rates.
- Prepared revenue requirements and COS studies with consideration of competitive position.
- Researched and gave advice on various regulatory and financial issues.

Wabash Valley Power Association (WVPA) – Indianapolis, IN (1980-1995)

Manager of Rates

Involved in all rate matters affecting WVPA. This included developing and implementing rates, analyzing wholesale rate filings made by power suppliers of WVPA before the Federal Energy Regulatory Commission (FERC), and preparing various rate and regulatory investigations as directed by WVPA's management in conjunction with responsibilities relating to the administration of WVPA's rates. Provided assistance to member-systems concerning rate filings, 30-day filings, new customer negotiations, and various other financial and regulatory matters.

- Prepared Power Supply Cost Recovery filings required in the State of Michigan.
- Prepared Wholesale Power Cost Tracker and fuel adjustment filings submitted to the Indiana Utility Regulatory Commission (IURC) by WVPA's member-systems located in Indiana.
- Supervised preparation of WVPA's fuel cost charge filings and Wholesale Power Cost Tracker filings before the IURC.

McCullough and Associates – Indianapolis, IN (1975-1980)

Staff Accountant

Responsible for data collection and preparation of rate and financial reports for municipal gas, water, and electric utilities, municipal sewage works, and private gas utilities. Assisted in preparation and presentation of official statements to the appropriate municipal governing body for issuance of municipal utility revenue bonds and preparation of COS studies for municipal water and electric utilities.

EDUCATION

Ball State University, Muncie, IN

Bachelor of Science Degree in Accounting

- Continuing Education Courses sponsored by:
- Indiana CPA Society
- Electric Power Research Institute
- Rural Electrification Administration
- University of Nebraska-Lincoln
- National Rural Electric Cooperative Association (MIP and other conferences)
- Indiana Utility Regulatory Commission

PROFESSIONAL MEMBERSHIPS

Indiana CPA Society

American Institute of Certified Public Accountants (AICPA)

JEFFREY C. LASLIE, CPA

ADDENDUM REFERENCES - EXPERT TESTIMONY (SINCE 2002)

Case or Jurisdiction	Docket No.	Description
Indiana	42473	Northeastern Rural Electric Membership Corporation, Revised Rates for Sale of Electricity
Michigan	U-13345	Cloverland Electric Cooperative, Revised Rates for Sale of Electricity
Michigan	U-14370	Midwest Energy Cooperative, Revised Rates for Sale of Electricity
Michigan	U-14516	Cherryland Electric Cooperative, Revised Rates for Sale of Electricity
Michigan	U-14637	Presque Isle Electric & Gas Cooperative, Revised Rates for Sale of Electricity
Michigan	U-14790	Great Lakes Energy Cooperative, Revised Rates for Sale of Electricity
Michigan	U-15331	Presque Isle Electric & Gas Cooperative, Determination of Rates for Retail Sale of Gas - Village of Hillman
Michigan	U-15342	Presque Isle Electric & Gas Cooperative, Determination of Rates for Retail Sale of Gas - Township of Allis
Michigan	U-15774	Presque Isle Electric & Gas Cooperative, Determination of Rates for Retail Sale of Gas - Village of Hillman
Michigan	U-15813	Alger Delta Cooperative Electric Association, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15815	Cherryland Electric Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15816	Cloverland Electric Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15817	Great Lakes Energy Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15818	Midwest Energy Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges

JEFFREY C. LASLIE, CPA

ADDENDUM REFERENCES - EXPERT TESTIMONY (SINCE 2002) - continued

Michigan	U-15819	Ontonagon County Rural Electrification Association, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15820	Presque Isle Electric & Gas Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15821	Thumb Electric Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-15822	Tri-County Electric Cooperative, Compliance with PA286 and 295 of 2008 - Determination of Energy Optimization Surcharges
Michigan	U-16678	Alger Delta Cooperative Electric Association, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16681	Cloverland Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16682	Great Lakes Energy Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16683	Midwest Energy Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16684	Ontonagon County Rural Electrification Association, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16685	Presque Isle Electric & Gas Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16686	Thumb Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-16687	Tri-County Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges

JEFFREY C. LASLIE, CPA

ADDENDUM REFERENCES - EXPERT TESTIMONY (SINCE 2002) - continued

Michigan	U-17778	Alger Delta Cooperative Electric Association, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17781	Cloverland Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17782	Great Lakes Energy Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17783	Midwest Energy Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17784	Ontonagon County Rural Electrification Association, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17785	Presque Isle Electric & Gas Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17786	Thumb Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges
Michigan	U-17787	Tri-County Electric Cooperative, Compliance with PA286 and 295 of 2008 - Update Energy Optimization Surcharges

STEVEN A. FENRICK

LEADER, BENCHMARKING AND ECONOMIC STUDIES

SUMMARY OF EXPERIENCE AND EXPERTISE

- Leader of PSE's Economics and Market Research group which conducts research in the fields of performance benchmarking, incentive regulation, value-based reliability planning, DSM, load research and forecasting, and survey design and implementation.
- Manages PSE's cost, productivity, and reliability performance benchmarking practice.
- Directs research on value-based reliability planning efforts for electric utilities.
- Expert in performance-based ratemaking and incentive regulation.
- Directs economic research on investigating the impacts and costs/benefits of DSM programs and designing statistically robust pilot designs.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI (2009 to present)

Leader, Economics and Market Research

Responsible for providing consulting services to utilities and regulators in the areas of reliability and cost benchmarking, incentive regulation, value-based reliability planning, demand-side management including demand response and energy efficiency, load research, load forecasting, end-use surveys, and market research.

- Leads research, on an annual basis, with over a dozen electric utilities in evaluating cost, productivity, and reliability performance and uncovering methods to improve their operations.
- Benchmarking consultant to the Ontario Energy Board regarding their 3rd Generation Incentive Regulation Plan for the last two years.
- In the process of designing and analyzing DSM pilot projects at over 25 electric utilities across the country.
- Testimony experience regarding performance value-based reliability planning, benchmarking and productivity analysis.
- Has given several presentations on performance benchmarking and productivity analysis, costs and benefits of DSM programs, and measurement and verification (M&V) techniques.
- Key speaker at EUCI conferences regarding cost and reliability performance evaluation and productivity analysis of distribution utilities.

Pacific Economics Group – Madison, WI (2001 - 2009)

Senior Economist

Co-authored research reports submitted as testimony in numerous proceedings in several states and in international jurisdictions. Research topics included statistical benchmarking, alternative regulation, and revenue decoupling.

STEVEN A. FENRICK

EDUCATION

University of Wisconsin - Madison, WI

Master of Science, Agriculture and Applied Economics

University of Wisconsin - Madison, WI

Bachelor of Science, Economics (Mathematical Emphasis)

Publications & Papers

- “Cost and Reliability Comparisons of Underground and Overhead Power Lines”, *Utilities Policy*, March 2012. (With Lullit Getachew).
- “Formulating Appropriate Electric Reliability Targets and Performance Evaluations”, *Electricity Journal*, March 2012. (With Lullit Getachew)
- “Enabling Technologies and Energy Savings: The Case of EnergyWise Smart Meter Pilot of Connexus Energy”, November 2012. (With Chris Ivanov, Lullit Getachew, and Bethany Vittetoe)
- “Estimation of the Effects of Price and Billing Frequency on Household Water Demand Using a Panel of Wisconsin Municipalities”, *Applied Economics Letters*, 2012, 19:14, 1373-1380.
- “Altreg Rate Designs Address Declining Average Gas Use”, *Natural Gas & Electricity*. April 2008. (With Mark Lowry, Lullit Getachew, and David Hovde).
- “Regulation of Gas Distributors with Declining Use per Customer”, *Dialogue*. August 2006. (With Mark Lowry and Lullit Getachew).
- “Balancing Reliability with Investment Costs: Assessing the Costs and Benefits of Reliability-Driven Power Transmission Projects.” April 2011. *RE Magazine*.
- “Ex-Post Cost, Productivity, and Reliability Performance Assessment Techniques for Power Distribution Utilities”. Master’s Thesis.

Expert Witness Experience

- Docket EB-2015-0004, Hydro Ottawa, Custom Incentive Regulation Application.
- Docket 15-SPEE-357-TAR, Application for Southern Pioneer Electric Cooperative, Inc., Demand Response Peak Time Rebate Pilot Program.
- Docket EB-2014-0116, Toronto Hydro, Custom Incentive Regulation Application.
- Docket EB-2010-0379, The Coalition of Large Distributors in Ontario regarding “Defining & Measuring Performance”.
- Docket No. 6690-CE-198, Wisconsin Public Service Corporation, “Application for Certificate of Authority for System Modernization and Reliability Project”.
- Docket No. EB-2012-0064, Toronto Hydro’s Incremental Capital Module (ICM) request for added capital funding.
- Docket No. 09-0306, Central Illinois Light rate case filing.
- Docket No. 09-0307, Central Illinois Public Service Company rate case filing.
- Docket No. 09-0308, Illinois Power rate case filing.

CHARLES W. PLUMMER

DIRECTOR OF COMMUNICATIONS INFRASTRUCTURE

SUMMARY OF EXPERIENCE AND EXPERTISE

- Specialized expertise in the telecommunications of utility operations including FAN radio systems and wireless and fiber backbone networks.
- Product and vendor expertise on LMR two-way voice radio, microwave, data radio, fiber plant, and other communication technologies.
- Experience with strategic planning, business case development, RFP logistics, contract administration, and financial analysis of large scale communication infrastructure.
- Proficient in spectrum coordination and licensing regulatory requirements through the FCC as well as frequency acquisition through third-party spectrum vendors.
- Project management experience in large scale Land Mobile Radio (LMR), Microwave, and Point-to-multipoint deployment and commissioning.
- Strong industry knowledge at the application level with AMI, DA, and SCADA

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI (2007 - present)

Director of Communications Infrastructure

Charles directs a team of professionals that design, procure, and deploy strategic voice and data communication systems for PSE utility clients. Project work includes creating business case requirements, writing RFPs, managing the procurement process, overseeing vendor contract negotiations, and project managing the deployment and commissioning of the systems. He also creates Strategic Communication Plans to facilitate the long-term capital and operation budgets for enterprise data, LMR, frequency spectrum acquisition, backhaul transport of various automation application programs, including SCADA, AMI, DA, load management, substation video security, and mobile data for mobile workforce management needs.

Charles also has extensive experience evaluating communication vendors of microwave, LMR, fiber, and last-mile wireless systems. Through hands-on experience gained working with many vendors on a large quantity of deployments for many utility clients, Charles has developed a thorough knowledge of the strengths and weaknesses in the communications vendor community. This knowledge is leveraged when assisting utility clients with their communications procurement projects.

Cooper Power Systems – Pewaukee, WI (2005 - 2007)

Arrester Global Product Manager

Responsibilities included profit and loss general management responsibility for a \$65 million product line. The position included product line strategic plan responsibilities for growth, both organic and through acquisitions, as well as new product development programs with the engineering team using a tollgate development program. Protected intellectual property and assisted in litigating patent violations as needed. Controlled all literature and advertising for the product line. Role included extensive world-wide travel to interface with customers and international operations and sales.

Radius US, Inc. – Franklin, WI (2002 - 2005)

Vice President of Sales and Marketing

Profit and loss responsibility for the emerging North American market for a Swedish utility communications and SCADA control company. Evaluated European-focused product offering and project managed the development of the next generation radio platform needed for the US market. Established and serviced sales channels through manufacturer representatives and distributors. Developed sales partnering programs with other manufacturers to provide turnkey supervisory, control, and communication systems for customers. The role included participating in quarterly board of directors meetings.

Tyco Electronics – Franklin, KY (2000 - 2002)

Automotive Relay Product Manager

Responsible for profit and loss for a \$50 million product family. Developed an integrated marketing plan to expand product line 20 percent in one year. Developed and updated yearly budgets for the organization. Established new brand recognition for existing products following company acquisition that did not include rights to the original trade name.

Cooper Power Systems – Fayetteville, AR (1998 - 2000)

Product Manager – Switches and Automation

Responsible for a \$40 million product line. The product line expanded 50 percent in a thirty month period. Established new international sales channels for distribution switches in China, the Pacific Rim, and South America; coordinated the capital budget and the development and marketing of new products.

EDUCATION

University of Wisconsin, Madison
Bachelor of Science – Electrical Engineering

SARAH L. GENSCHAW

PROJECT COORDINATOR

SUMMARY OF EXPERIENCE AND EXPERTISE

- Key client contact for communication and automation projects.
- Manages client contacts, project details, schedules, and budgets.
- Project coordination in the areas of utility communication and automation including mobile voice and data, backbone/backhaul, strategic planning, system integration, GIS, CIS, MWM, OMS, and other enterprise systems.
- Assists with project analysis, documentation, and presentation on projects involving electric utility automation and communication, research and implementation, and technology assessments.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI (2005 - present)

Project Coordinator

Completes research, technical analysis, project schedules and project deliverables for utility automation studies, assessments, and communications infrastructure implementation. Responsibilities include creating business requirements documents, negotiating site lease agreements, writing RFIs/RFPs and managing the bid process, preparing reports and presentations, and facilitating vendor contract negotiations.

Directions Publishing – Edgerton, WI (2002-2004)

Production Assistant

Assisted with publication layouts, graphics and website development. Corresponded with advertisers, and coordinated with design and editorial departments.

Brunsell Lumber & Millwork – Madison, WI

Communications Coordinator (2000-2002)

Created customer newsletters and magazine articles, planned trade association events, and assisted with developing promotional material for sales campaigns.

Accounts Payable/Receivable (1993-2000)

Processed receivables and payables, assisted with payroll, updated inventory procedures, procured office and computer supplies.

EDUCATION

University of Wisconsin Whitewater – Whitewater, Wisconsin, 2002
Bachelor of Arts, Journalism

Completed continuing educational courses in:

- Project Management

JAMES WINDISCH

BUSINESS DEVELOPMENT MANAGER

SUMMARY OF EXPERIENCE AND EXPERTISE

- Success oriented business executive with a history of consistently overcoming demanding sales goals and objectives.
- Diverse business experience with a focus on account management, new business development, and sales life cycle management.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI

Business Development Manager

Currently responsible for all new business development activity and sales life cycle processes for electric utility automation, communications, and IT consulting and support services.

- Assisted in securing several high value client engagements during first year of employment resulting in revenue growth in department compared to prior year.
- Established new client relationships with several of the largest electric cooperatives and municipal electric systems in the nation resulting in service agreements.
- Re-established relationships with past department clients resulting in new business opportunities for several company practice areas.

1099-Contract Sales Consultant (2013-2014)

Sales and business development guidance for asset recovery services and e-waste processing/Operational gap analysis and process flow overview

Employment Contract 6/13-3/14: HHC, LLC, WI

Introduced a cloud based inventory management software platform and formed an implementation team/Consolidated sales categories for department from over 50 to 15/Created target customer profile for regional sales plan

Employment Contract 4/14-8/14: CRS, LLC, FL

New business development, relationship management and customer retention- Helped identify and remedy service issues with current customers, called on lost customers to regain business back, and expand service portfolio/created a regional sales plan for assigned territory for several vertical markets

Gillware, Inc. – Madison, WI (2012-2013)

Business Development Executive

In my time with Gillware I was responsible for driving new business for data recovery services in 3 vertical markets-corporate, higher education, and government. In first 3 months of employment I identified a gap with a Government Service Award Contract for schedule 70 IT services and saved contract from cancellation due to creating, presenting, and applying operational solution. In

my first 6 months of employment I secured service provider agreements for several value added resellers, corporations, and health care organizations that led to the expansion of sale opportunities and closed deals.

Cascade Asset Management, LLC – Madison, WI (1999-2012)

From June of 1999 to September of 2012, I had the privilege of being part of the team at Cascade Asset Management. Cascade provides comprehensive information technology equipment retirement services for businesses, institutions, and government agencies. Cascade has demonstrated significant growth since inception and has been named to Inc. Magazine's list of the fastest growing private companies in America (2007, 2008, 2010, and 2011).

In my time with the company, we grew from a home based start up to a marketplace pioneer recognized as an industry leading vendor by Gartner. Since starting with Cascade I held multiple roles with facilities, logistics, and operations management. I helped lead and manage staff in multiple locations across the country. I then moved on to IT channel re-marketing with a focus in desktop, mobile, enterprise, and networking asset sales. I rounded out my time with Cascade in business development sales, delivering our services to a myriad of organizations ranging from local SMBs to large global enterprises.

Roles: Facility Manager: June 1999-June 2001/Operations and Resale Management: June 2001-January 2009/Director of Outgoing Sales: January 2009-June 2011 (split role for 1 year)/Business Development Executive: June 2010-September 2012

United States Army – Savannah, GA (1994-1996)

Team Leader – 1/75th Infantry Regiment

Responsible for light infantry team, equipment, and mission tasks.

EDUCATION

University of Wisconsin, Online

Bachelor of Science Degree in Business Administration, anticipated graduation 2019

Continuing Education Courses:

- Dale Carnegie Training – Sales Advantage Course, 2012