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PROPOSAL

For Consulting Services

PETITION FOR A MERGER FILED BY APPALACHIAN POWER COMPANY AND WHEELING POWER COMPANY

Case No 11-1775-E-P

RFQ No. PSC12530

Prepared for:

**West Virginia Public Service Commission,
Consumer Advocate Division**

February 29, 2012

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Appendix A: Project Briefs

Appendix B: Resumes

Appendix C: Required Forms

- *Purchasing Affidavit*
- *Signed Request for Quotation Form*
- *Consulting Bid Form*

Appendix D: Budget

La Capra Associates

February 27, 2012

Mr. Frank Whittaker
Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305-0130

Re: West Virginia's Request for Quotation (PSC12530) for Consulting Services in connection with the Petition for a Merger filed by Appalachian Power Company and Wheeling Power Company

Dear Mr. Whittaker,

La Capra Associates is pleased to offer this proposal to the West Virginia Public Service Commission, Consumer Advocate Division ("CAD") in response to the Request for Quotation dated January 25, 2012.

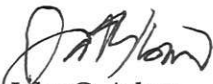
We hope you find that our proposal is responsive to all of the areas set forth in the RFP. We have assembled a project team that has an in-depth understanding of the tasks, and is particularly qualified to engage them in an efficient and effective manner.

In addition to this cover letter, we are providing the following items per the RFP requirements:

- One copy of proposal
- Consulting Bid Form
- Purchasing Affidavit
- Signed Request for Quotation Form

We appreciate the opportunity to work with you and the CAD. As you review this proposal, please contact me if you require any additional information or have questions. We look forward to an opportunity to discuss any aspect of this proposal with you.

Sincerely,



John G. Athas
Treasurer
La Capra Associates

Contact Information

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E-mail: jathas@lacapra.com

cc: D. Peaco, La Capra Associates

Enclosures

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Project Briefs

A. Conducting IRP Studies

CLIENT:	Connecticut Energy Advisory Board
PROJECT:	Connecticut Electric Resource Procurement Plan (IRP) 2008, 2009, 2010

La Capra Associates has provided the Connecticut Energy Advisory Board (CEAB) with advisory and technical services in support of the CEAB's first three annual Integrated Resource Plans. These three annual planning cycles have culminated in a comprehensive 2010 IRP addressing the 20 year outlook and action for energy efficiency, renewable, repowering, transmission, and emerging technologies.

Through this process, La Capra Associates has conducted reviews of three annual planning submissions prepared by the Connecticut distribution utilities, assisted with a process of public review and comment and public hearings, conducted a series of stakeholder workshops on a broad range of resource options and policy topics, conducted an extensive IRP scenario analysis, prepared the three annual CEAB IRP reports, and presented the results of these IRP activities in three annual proceedings before the Connecticut Department of Public Utility Control.

CLIENT:	Green Mountain Power Company
PROJECT:	Integrated Resource Plan 2003, 2007, 2010

La Capra Associates assisted Green Mountain Power ("GMP") in 2003, 2007 and 2011 in developing a 20-year IRP for mandatory submission to the Vermont Public Service Board. Our specific services to GMP included an examination of potential power portfolios to meet GMP's needs over the next 20 years, including combinations of conventional and renewable generating units, forward energy purchase contracts, and spot market purchases. La Capra Associates used its regional electricity market simulation model to evaluate the relative performance of potential portfolios, based on a combination of scenario and sensitivity analyses. Projecting the New England ISO's power market's characteristics over 20 years entailed analyzing and projecting the underlying market drivers, including: electric load, generation supply, generation retirements, transmission expansions, and fuel prices. The uncertainty surrounding critical power market variables, such as load, fuel prices and the carrying costs of new generation were appropriately characterized. We evaluated the portfolios' relative performance based on criteria including long-term costs under reference case conditions; range of potential long-term portfolio costs; susceptibility to short-term factors (e.g., spot market price increase, natural gas fluctuations); and societal costs based on estimated air emissions.

CLIENT:	Washington Electric Cooperative
PROJECT:	Integrated Resource Plans 2003, 2007

La Capra Associates authored Washington Electric Cooperative's ("WEC's") 2003 & 2007 IRPs. We prepared wholesale market price forecasts, load forecasts and resource price forecasts, and analyzed portfolios for direct and societal costs, variance in power costs, value at risk and non-quantitative factors. The IRPs focused on how to meet both a substantial baseload energy requirement and an identified peaking resource need. High, reference and low fuel price and load scenarios were examined under a suite of pre-specified metrics and criteria for each of a number of different portfolios.

An earlier strategic resource study La Capra Associates had conducted for WEC in 2000-01 set the basis for WEC's pursuit of a renewables-based portfolio strategy. As a result, at the time the 2003 IRP was prepared, WEC had already started development of a 5 MW landfill-gas generator for its future baseload requirements (WEC's proposed Coventry Project). The results of our economic study identified a lower-cost and lower-volatility portfolio, across all scenarios, consisting of the Coventry Project plus other renewable and peaking

Project Briefs

resources. Avoided costs for modeling DSM and distributed generation options under various scenarios were created to provide WEC a ready means to examine these other resource options as they are developed.

The 2003 IRP and La Capra Associates proforma and project analysis work directly supported WEC's successful acquisition of \$7.3 million in initial project financing from the U.S. Department of Agriculture's Rural Utilities Service for development and construction of the Coventry Project, which has been operating successfully since 2005. Later proformas and studies supported WEC's receipt of financing for two additional engine generator sets, which expanded the Coventry Project to its current 8 MW. The IRPs also played a key role in successfully garnering regulatory approvals for the original and expanded Coventry Project from the Vermont Department of Public Service and Vermont Public Service Board. Both IRPs were approved without modifications.

CLIENT:	Vermont Electric Company (VEC)
PROJECT:	Integrated Resource Plans 2003, 2007, 2011

La Capra Associates was a key advisor to VEC in development of its 2003, 2007 and 2011 IRP, providing wholesale market price forecasts for six portfolio scenarios. The analysis included preliminary screening followed by detailed study of those portfolios, considering portfolio cost, societal costs, cost variance, and financing feasibility. The IRP compared CHP, DSM, DG, natural gas plant contracts, forward contracting and other resources, finding significant benefits to VEC if it could finance, develop and own certain renewable and peaking resources as part of the plan.

Related to this IRP work, La Capra Associates assisted VEC in its acquisition of the Vermont Division of Citizens Energy System to the north, including successfully presenting the acquisition for approval to Vermont regulators.

CLIENT:	Vermont Marble Power Division
PROJECT:	Integrated Resource Plans 2003, 2007

In 2003 and in 2007, La Capra Associates prepared an IRP for VMPD, the electric utility department of OMYA Inc., a marble manufacturing company in central Vermont with responsibility for serving both its own substantial manufacturing requirements and the small residential electric load of the town of Proctor, Vermont.

La Capra Associates prepared a forecast of the long-term characteristics of the overall wholesale electric markets and assessed the performance of various specific supply resources that fit the relatively small requirements of VMPD. Market risks were also assessed using a series of scenario analyses and sensitivity tests. La Capra Associates recommended a supply strategy to meet load growth that provided the optimal balance between least cost and risk for VMPD.

La Capra Associates authored reports and supporting documentation for filing with the Vermont Public Service Board.

B. Analyzing, Reviewing and Critiquing Utility IRP Filings

CLIENT:	Arkansas Public Service Commission General Staff
PROJECT:	Entergy Arkansas, Inc.'s Acquisition of the Hot Spring Generation Plant from KGEN

We are assisting Staff as it considers many different complex and interrelated issues in a large purchase of an existing generating facility. Our involvement ranged from reviewing the initial IRP which identified a generating capacity need through a review of the competitive bidding and evaluation process to an evaluation of the final contract agreement that EAI was seeking approve to enact. This is an on-going proceeding expected to be complete during the first quarter of 2012. John Athas has filed initial testimony in this proceeding.

CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	Oklahoma Gas & Electric Company 2010 Integrated Resource Plan Review

La Capra Associates assisted the Attorney General with the review of the Company's Draft 2010 IRP on topics including integrated planning methodology, demand and supply-side Integration, economics of wind resource expansion, retirement and control options for coal emission mitigation, and cost implications for consumers. The review was conducted within a public stakeholder process held in advance of the Company's completion of the IRP.

CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	Expert Witness in Resource Acquisition 2010

In 2010, La Capra Associates was hired to perform analysis and provide expert testimony by the Oklahoma Attorney General and the Public Utility Division Staff regarding the approval of a proposed Renewable Energy Purchase Agreement for 99 MW of wind generation and an associated proposal for a Green Energy Choice Tariff proposed by Public Service Company of Oklahoma.

CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	IRP, Expert Witness in Resource Acquisition 2009

La Capra Associates was hired by the Oklahoma Attorney General to perform analysis and provide expert testimony regarding the integrated resource planning, competitive bidding, and the prudence of a 102 MW wind farm proposed for cost pre-approval by Oklahoma Gas & Electric. 2009.

CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	Review of OG&E 2009 IRP

La Capra Associates was retained by the OAG to support their participation and responsibilities for reviewing and commenting on the OG&E 2009 IRP. La Capra Associates participated in technical sessions, drafted comments for filing and reviewed the technical aspects of the plan relative to the need to proceed with Wind Generation solicitations. The Plan's Demand Management resources were viewed to be at an unnecessarily low level of activity. The Plan's assumption for a National Renewable Energy Portfolio Standard which was driving the need for wind resources was critiqued.

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CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	Review of OG&E Acquisition of Red Bud Natural Gas Combined Cycle Generating Facilities

La Capra Associates was retained by the OAG to support their participation and responsibilities for reviewing and commenting on the OG&E purchase of the combined cycle generation assets of Red Bud. The review analyzed the economics of the purchase regarding its consistency with the Company's IRP filings on record.

CLIENT:	Oklahoma Office of the Attorney General
PROJECT:	Review of Utility IRP Studies, Generation RFP and Generation Plant Pre-Approval – 2006-2007

Since 2002, La Capra Associates has been involved in various projects assisting the Oklahoma Attorney General's office and the Oklahoma Industrial Energy Consumers in review of utility generation projects, market clearing prices, avoided cost, Integrated Resource Planning, utility fuels management, and rate design with respect to Public Service of Oklahoma (PSO) and Oklahoma Gas & Electric (OG&E). In this particular project several La Capra Associates testified for the Oklahoma Attorney General's office regarding utility requests for pre-approval and a finding of prudence with respect to a 950 MW Coal-Fired Steam Generating unit, a two billion dollar investment. In this effort La Capra Associates had the following responsibilities:

- Review and critique the Integrated Resource Planning (IRP) studies of OG&E and PSO with respect to methodology, assumptions, accuracy, thoroughness and conclusions regarding load forecasting, generation choices, transmission potential, environmental considerations and use of demand management.
- Review and critique PSO's Request for Proposals (RFP) for generating capacity with respect to process, thoroughness, fairness and accuracy.
- Review and Critique the PSO and OG&E plan to jointly construct, operate and own the 950 MW Red Rock coal fired generation unit.
- Review and critique the Companies' proposals for rate mechanisms that would collect for the cost of the unit as it was being built.

We presented testimony on all of these issues. The outcome of this regulatory proceeding was that the Commission voted to deny pre-approval, recommend that the utilities more directly consider demand management options and amend their IRP analyses.

CLIENT:	Oklahoma Industrial Energy Consumers
PROJECT:	Public Rate Case Proceedings – Public Service Company of Oklahoma and Oklahoma Gas & Electric

In 2004, OIEC retained La Capra Associates to provide expert testimony in a rate case proceeding regarding Public Service Company of Oklahoma's request to include a repowered combined cycle generation investment into rate base. PSO's resource planning, competitive procurement process, affiliate transactions, and effectiveness of the repowering project were at issue in this proceeding. Filed testimony identified needed improvement in the resource planning and concerns with the resulting cost and efficiency of the repowered project. The proceeding was settled prior to hearings.

In 2005, OIEC retained La Capra Associates to expert testimony in a rate case proceeding for regarding

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Oklahoma Gas & Electric's request to include a 400 MW combined cycle facility acquired from a merchant generation company in rate base. OG&E's resource planning, project economics and market power mitigation costs were at issue in this proceeding. Filed testimony identified a lack of resource planning analysis, concerns with OG&E's evaluation of the market as the project was delayed.

CLIENT:	Oklahoma Industrial Energy Consumers
PROJECT:	Expert Testimony, Proposed Purchase Power Agreement

In 2009, La Capra Associates presented expert testimony on behalf of the Oklahoma Industrial Energy Consumers regarding the integrated resource planning, competitive bidding, and the prudence of a 520 MW purchased power agreement proposed for cost pre-approval by Public Service Company of Oklahoma.

CLIENT:	Oklahoma Industrial Energy Consumers
PROJECT:	General Acquisition Review

La Capra Associates was retained by the OIEC to review the proposal by Public Service of Oklahoma, an AEP company to review the technical and economic merits of their proposal to repower their Northwestern generating unit from a steam cycle moderate heat rate gas-fired facility to a highly efficient combined cycle unit. Our team raised concerns that the efficiency used in the analysis by PSO to justify the investment was too high. The testimony of Daniel Peaco is cited below and included in Appendix D. Daniel Peaco served as lead consultant on this project.

CLIENT:	Georgia Public Service Commission
PROJECT:	Georgia Power Company 2010 IRP

La Capra Associates was responsible reviewing the 2010 IRP filing by Georgia Power Company for issues related to integrated planning methodology, demand and supply side integration, treatment of the uncertainty of the HAPs MACT rules, Solar Demonstration Projects, and Renewable Portfolio Standards. Dan Peaco provided testimony on these issues in Docket 31081.

CLIENT:	Nevada Bureau of Consumer Protection
PROJECT:	Review of Nevada Power Company IRP

La Capra Associates was retained by the Nevada Bureau of the Consumer Protection Nevada Power Company's Integrated Resource Plan (IRP). Our team raised concerns that the Company's plan The Company's own financial analysis of its Preferred Plan shows the plan to be very problematic. That plan, as filed, results in both very high prices for consumers and very poor financial performance for the Company. The Company's analysis of the Preferred Plan actually understates the extent of those problems, as it does not include several important cost elements. The Company's planning process has several critical shortcomings, including limitations on the treatment of power supply options, limitations on the range of scenarios considered, limited use of financial analysis, and lack of integration of supply, demand and financial analysis. The testimony of Daniel Peaco is cited below and included in Appendix D. Daniel Peaco served as lead consultant on this project.

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CLIENT:	Nova Scotia Power Incorporated
PROJECT:	Advisor on IRP Process and Methods

La Capra Associates was retained in 2006-07 to advise NSPI in the preparation of an integrated resource plan and associated collaboration with its regulatory body. NSPI's system has a large proportion of coal fired generation. The primary objective of the IRP was to evaluate investments in emissions control on its coal generation relative to supply and demand-side alternative. We conducted a review and critique of NSPI's load forecasting methods and participated in stakeholder meetings to establish planning assumptions and modeling methods.

CLIENT:	Office of Consumer Advocate of Hawaii
PROJECT:	Review of HELCO IRP

La Capra Associates was retained by the Division of the Consumer Advocate to review Hawaii Electric Light Company's (HELCO) Integrated Resource Plan (IRP). Our team raised concerns that HELCO's plan did not focus on the implications of potential regulation of greenhouse gases, and that the plan does not adequately focus on the overall cost of producing and delivering energy to meet HELCO's customers' energy needs and the resulting rate impacts associated with such costs among other issues. The testimony of Daniel Peaco is cited below and included in Appendix D. Daniel Peaco served as lead consultant on this project.

C. Conducting IRP-Like Studies

CLIENT:	Connecticut Energy Advisory Board
PROJECT:	CEAB Alternative RFPs for Transmission

On October 20, 2008, the Connecticut Light and Power Company ("CL&P") filed an application ("CL&P Application") to the Connecticut Siting Council ("CSC") for approval to construct two related projects. When an energy project is filed with the CSC, the Connecticut Energy Advisory Board ("CEAB") is required by statute to issue a Request for Proposals ("RFP") to identify alternatives to it. This is designed to encourage competing energy solutions and to provide the opportunity to review multiple energy solutions simultaneously.

As advisor to the CEAB La Capra Associates developed a RFP seeking energy resource alternatives to CL&P's proposed projects. The RFP specified that applicants could propose any projects that (a) may, alone or in combination, be alternatives to the proposed projects, or (b) may defer CL&P's claimed need for new transmission to a later date. In general, the RFP sought project proposals that could add to local supply sources or reduce load within the targeted geographic area. La Capra Associates also evaluated each proposal received, and prepared a final report for the CEAB, which was filed with the CSC. The report assessed whether any of the proposed projects was a potentially viable market alternative, presented the results of the evaluation of all project proposals for conformance with the infrastructure criteria guidelines ("Preferential Criteria") and identified essential issues or questions that the CSC may decide to explore during its consideration of the issues.

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CLIENT:	Central Maine Power Company
PROJECT:	Maine Power Reliability Program – Non-Transmission Alternatives and Economic Benefits Study

La Capra Associates was hired by Central Maine Power Company ("CMP") to perform a non-transmission alternatives assessment and conduct economic benefits assessments for the Company's application for certification of this \$1.5 billion transmission project by the Maine Public Utilities Commission. In the studies, La Capra Associates developed combinations of alternatives to the transmission project that could address the identified reliability needs, and compared financial and economic performance of those resource options to the proposed transmission upgrades. Our analysis considered how each option performed under the societal cost test and the impact on electric rates. We also evaluated the economic implications to Maine and New England consumers' market cost of energy associated with losses and congestion characteristics of each alternative, examined the potential for the transmission solution to provide expanded market access for Maine's wind energy resources, and evaluated a competing proposal for a solar alternative. These analyses were supported by extensive market modeling, using PROSYM™, a licensed power market software tool. The results of this work were documented in a report entitled Maine Power Reliability Project: Non-Transmission Alternatives Assessment and Economic Evaluation, filed with the project application to the Maine Public Utilities Commission on July 1, 2008. This report and associated written and oral testimony and supplemental assessments were provided in hearings and technical conferences held by the MPUC.

CLIENT:	Vermont Electric Power Company
PROJECT:	Transmission and Supply Option Analysis

La Capra Associates has completed two detailed resource studies for Vermont Electric Power ("VELCO"), the bulk transmission utility in Vermont. In the context of the siting application for the Northwest Reliability Project (serving the Burlington area), we assessed the economics and the technical feasibility of a range of supply-side resources including distributed generation and utility scale generating units. La Capra Associates played a lead role in the derivation of appropriate resource portfolios — composed of the leading transmission, generation, and demand-side management ("DSM") resource options — that would be capable of serving the needs of Northwest Vermont to an equivalent level of reliability as the transmission project. We then utilized our simulation-based Northeast Market Model to evaluate the performance of these potential portfolios. The portfolios were compared based on their respective capital costs, estimated present value revenue requirements, impacts on locational energy market prices, and air emissions. La Capra Associates (Richard Hahn) supported this work in testimony before the Vermont Public Service Board.

In the context of Vermont's potential Southern Loop transmission project, La Capra Associates performed a detailed review of distributed generation ("DG") technologies and fuel sources that could potentially be deployed as alternatives to the project.

CLIENT:	North Carolina Energy Policy Council
PROJECT:	Analysis of Renewable Policy in North Carolina and Resource Options for Future Compliance

In 2010, The North Carolina Energy Policy Council (EPC) retained La Capra Associates to assess the Senate Bill 3 Renewable Energy and Energy Efficiency Portfolio Standard (REPS) and explore potential policy alternatives to address issues related to renewable energy, energy efficiency, greenhouse gas emissions, and economic development. In addition, the EPC directed La Capra Associates to determine the resource potential and costs of select technologies, including offshore wind, to provide a context for key policy considerations and to conduct a scenario analysis to examine a range of policy choices in

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North Carolina. Our work focused on developing and implementing scenarios to quantify the effects of alternative resource portfolios on emissions, production costs and electric power rates. The scenarios had different levels of renewable resources and were designed to emphasize different state objectives (e.g., minimizing electricity costs, increasing economic development in the state, accelerating reductions of electric sector greenhouse gas emissions, and expanding development of renewable energy sources). This work involved use of a regional dispatch model which we developed for Virginia and the Carolinas to accurately characterize regional power system operations, simulate system dispatch, and track costs, emissions and fuel use. In this effort, La Capra Associates worked with numerous stakeholders including but not limited to environmental agencies, renewable developers, environmental advocates, utilities, municipalities, cooperatives, gas companies, the Commission and Public Staff, and local University researchers. (2011)

CLIENT:	North Carolina Institute of Emerging Issues
PROJECT:	Advisor on IRP Process and Methods

In early 2007, the Institute for Emerging Issues in North Carolina hired Dan Peaco of La Capra Associates to discuss strategies for the state's energy future at a leadership summit. Following that event, La Capra Associates was retained to help plan, facilitate and moderate two workgroups to consider the nature of the energy situation within North Carolina as well as international, national and state trends. One group was for Transportation related participants and the other represented Business, Government and Consumers. The outcome included identifying policy issues and priorities relating to energy efficiency and diversification of the energy supply mix in North Carolina. La Capra Associates also participated in this capacity again at the 2008 Emerging Issues Forum.

CLIENT:	North Carolina Utilities Commission
PROJECT:	Analysis of a Potential Renewable Portfolio Standard in North Carolina

In 2006, the Environmental Review Commission ("ERC") of the North Carolina General Assembly requested that the North Carolina Utilities Commission study the potential costs and benefits of enacting a Renewable Portfolio Standard in North Carolina. La Capra Associates was hired to work closely with a ten-person advisory board that consisted of various state entities, environmental groups, and consumer groups. Our work focused on the development and implementation of a model to predict the potential rate impacts of introducing renewable portfolio standards of different magnitudes. This work involved using our market modeling software to predict prices, then we developed associated total production costs and revenue requirements for North Carolina's utilities under the proposed new renewable portfolio standard (RPS). We also considered the state's existing energy planning process and how an RPS would fit into that process.

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D. Analyzing, Reviewing and Critiquing IRP-Like Studies

CLIENT:	Utah Division of Public Utilities
PROJECT:	Rocky Mountain Power Plant Acquisition 2011

La Capra Associates assisted the staff of the Utah Division of Public Utilities in its review a major utility's application for approval to purchase a thermal generating plant, providing a detailed assessment of the operating characteristics of the plant, including maintenance, fuel supply plan, environmental and other permits, and likely market value. Further we assessed whether the target asset selection process was fair, accurate, complete and consistent with the utilities latest IRP. La Capra Associates filed testimony before the Utah Division of Public Utilities in this proceeding.

CLIENT:	North Dakota Public Service Commission
PROJECT:	MDU Resources Application for Advanced Determination of Prudence for Construction Of 88 MW Simple Cycle Combustion Turbine Generation Unit, 2011

La Capra Associates reviewed the Company's filing, reviewed and assessed power market simulation models inputs and outputs, the load forecast and underlying economic assumptions, assessed the robustness of MDU's sensitivity analyses and evaluated the financial model deployed in analyzing the future costs of the proposed investments. We also issued discovery and filed testimony in this proceeding.

CLIENT:	Staff of Oklahoma Corporation Commission and Oklahoma Attorney General
PROJECT:	Proposed Utility Renewable Energy Purchase Agreement ("REPA") 2010

In 2010, Public Service Company of Oklahoma (PSO) sought approval of the MINCO Wind LLC REPA for cost recovery, plus a waiver of competitive procurement rules and approval of a Green Energy Choice Tariff. On behalf of the Staff and the AG, we reviewed the PSO application, the 2009 AEP RFP results, the REPA contract terms, witnesses pre-filed testimony and data responses, 10-year production cost simulation runs, and the details of the tariffs proposed by OG&E for cost recovery. This review culminated in the filing of testimony summarizing the risk inherent in contract approval, price impact on customers, the discovery that PSO did not include the asset's ability to generate Renewable Energy Credit Value, which enhanced its value in PSO's portfolio.

CLIENT:	Wisconsin Citizens Utility Board
PROJECT:	Environmental Upgrades to Coal Fired Power Plants 2007, 2008, 2009

In 2007 and 2008, the Wisconsin Citizens Utility Board ("WI CUB") and Clean Wisconsin retained La Capra Associates to provide expert advice relative to WEPCO's application for approval to investment in new environmental equipment and facilities at the Oak Creek Power Plant. (Docket No. 6630-CE-299) La Capra Associates reviewed the Company's filing, performed assessments of alternative compliance options, and filed direct and rebuttal testimony of Richard Hahn. We coordinated testimony with the environmental consultant for the WI CUB and Clean Wisconsin.

In 2009, the Wisconsin Citizens Utility Board ("WI CUB") and Clean Wisconsin retained La Capra Associates to provide expert advice relative to the application of WPL and WEPCO for approval to investment in new environmental equipment and facilities at the jointly owned Edgewater Unit 5. (Docket No. 5-CE-137) Richard Hahn presented testimony that recommended that WEPCO sell its share of the unit to WEPCO, who should

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then make the environmental investment and also retire and older coal-fired unit.

In 2009, the Wisconsin Citizens Utility Board and Clean Wisconsin retained La Capra Associates to provide expert advice and testimony relative to the application of WPL, WPS and MGE for approval to invest in new environmental equipment and facilities at the jointly owned Columbia Units 1 and 2. (Docket No. 5-CE-138)

CLIENT:	The Landowners Group (a collection of landowners in Ford County, Kansas)
PROJECT:	ITC Great Plains Application for Construction of a Double Circuit 345-kV Transmission Line and 345 kV Substation in Ford, Clark, Kiowa and Barber Counties, Kansas

La Capra Associates was retained in 2011 by the Landowners Group to review ITC Great Plains' transmission line and substation siting application to the Kansas Corporation Commission. In that role, we conducted a review of the need for the line as part of the Southwest Power Pool's Priority Projects, the routing study for the line and substations, and filed testimony describing limitations in the application regarding the support for the substation location, the associated routing of the transmission line, and the data collection on the land use and existing infrastructure in the preferred routing of the transmission line.

E. Experience with Electric Utility Transmission System Agreements

CLIENT:	Arkansas Public Service Commission General Staff
PROJECT:	Entergy Arkansas, Inc.'s Withdrawal from the Entergy System Agreement

La Capra Associates is actively supporting the Arkansas Public Service Commission General Staff in evaluating EAI's plans to withdraw from the existing Entergy System Agreement, an agreement which has been subject to litigation for decades and caused Arkansas ratepayers billions of dollars from cross-subsidization. A variety of different strategic options are being analyzed, including EAI as a standalone entity, EAI joining an existing RTO such as SPP or MISO, and Entergy becoming its own RTO. We are assisting Staff as it considers many different complex and interrelated issues at stake, including impacts to generation resource planning, changes in transmission cost allocation, enhancement to Independent Power Producer and Qualifying Facility access to serve EAI load, cost accounting, and continued litigation risk among others. Dan Peaco has already filed initial testimony in this proceeding.

CLIENT:	Arizona Corporation Commission
PROJECT:	Electric Industry Restructuring, Rate Unbundling

La Capra Associates managed the development of unbundled rates, for the staff of the ACC, for the twelve regulated Arizona utilities, including both investor-owned and cooperative utilities, in 1998. We recommended policy positions and conducted extensive discovery. We assisted in cost allocation and rate design work for six cooperative utilities in Arizona. We assisted staff to reach a Settlement with TEP, which resulted in unbundled rates and a CTC which varied inversely with power market prices, and filed testimony.

We advised the staff and presented testimony in the Citizens Electric Utilities case which began in 2001 investigating under collection and management of power costs. We advocated not providing full recovery because costs at issue were avoidable. Citizens subsequently requested approval of a merger with Unisource, the utility gave up its claim to uncollected power costs and provided other benefits to customers.

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F. Electric Utility Mergers

CLIENT:	Southern Alliance for Clean Energy
PROJECT:	Duke Energy – Progress Energy

La Capra Associates served as an advisor to the Southern Alliance for Clean Energy regarding the proposed merger of Duke Energy and Progress Energy. La Capra Associates prepared a memorandum discussing key issues in this merger proceeding, including market power, joint dispatch benefits, merger savings, and ring-fencing issues, (2011)

CLIENT:	Maryland Office of the Consumer Advocate
PROJECT:	Exelon – Constellation Energy Merger 2011

La Capra Associates was retained by the Maryland Office of Consumer Advocate (“OCA”) to review the market power aspects of Exelon’s application to merge with Constellation Energy Group. The scope of this assignment included a review and critique of the market power analysis for the PJM electric capacity market, whether the PJM transmission interfaces were properly modeled, wholesale market modeling to assess market power pre-merger and post-merger given proposed asset divestiture, alternative market power mitigation plans. Testimony was filed before the FERC and the Maryland Pennsylvania Public Service Commission.

CLIENT:	Pennsylvania Office of the Consumer Advocate
PROJECT:	First Energy – Allegheny Energy Merger

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the proposed merger of FirstEnergy and Allegheny Energy. The scope of this assignment included an assessment of merger savings and costs to achieve, compliance with the merger standard established by the Pennsylvania Public Utilities Commission, the adequacy of ring-fencing provisions to protect ratepayers, and an analysis of the impact of the merger on market power. **Testimony** was filed before the Pennsylvania Public Utilities Commission and the Federal Energy Regulatory Commission. In Pennsylvania, the case was settled on terms acceptable to the OCA. (2010)

CLIENT:	Pennsylvania Office of the Consumer Advocate
PROJECT:	Exelon – NRG Merger

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the proposed hostile acquisition of NRG, Inc. by Exelon. The scope of this assignment included an assessment of merger savings and costs to achieve, compliance with the merger standard established by the Pennsylvania Public Utilities Commission, the adequacy of ring-fencing provisions to protect ratepayers, and an analysis of the impact of the merger on market power. Testimony was filed before the Pennsylvania Public Utilities Commission. This merger was withdrawn after NRG shareholders voted to reject the merger. (2009)

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CLIENT:	Pennsylvania Office of the Consumer Advocate
PROJECT:	FirstEnergy – GPU Merger & Remand

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the remand of proposed merger of FirstEnergy and GPU. The merger was originally approved in 2001, but approval was challenged in the Pennsylvania Courts. On appeal, the Pennsylvania Court remanded this case back to the Pennsylvania Public Utilities Commission. The issues to be re-visited on remand included the merger savings and the allocation of those savings among the operating companies. La Capra Associates prepared testimony the Pennsylvania Public Utilities Commission. (2006)

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the proposed merger of FirstEnergy and GPU. The scope of this assignment included an assessment of the risk to ratepayers, the impact of the merger on service quality and reliability, and the analysis of issues surrounding GPU’s obligation as a Provider of Last Resort (“POLR”) service. . (2001)

CLIENT:	Pennsylvania Office of the Consumer Advocate
PROJECT:	Exelon – PSEG Merger

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the proposed merger of Exelon and PSEG. The scope of this assignment was to review the impact of the proposed merger on market power, which would result in the merged entity owning a substantial amount of generating capacity in PJM East. Our analysis included both a structural assessment and a behavior analysis. La Capra Associates filed testimony before the Pennsylvania Public Utilities Commission. The merger was not consummated. (2005)

CLIENT:	Pennsylvania Office of the Consumer Advocate
PROJECT:	Unicom – PECO

La Capra Associates assisted the Pennsylvania Office of Consumer Advocate (“OCA”) in reviewing the proposed merger of Unicom and Philadelphia Electric Company. The scope of this assignment was to review the proposed merger documents and a settlement agreement developed by the parties to this proceeding. The issues that we analyzed included risk to ratepayers, merger savings, commitments to reliability and customer service, and the impact of the 1998 Electric Restructuring Agreement. This merger was ultimately approved and consummated. La Capra Associates filed testimony before the Pennsylvania Public Utilities Commission. (2000-2001)

APPENDIX B

La Capra Associates

RESUMES

Daniel E. Peaco

President

Daniel Peaco is an electric industry planning specialist with more than 30 years of experience in power markets and marketing, strategic planning, pricing and price forecasting, power procurement and contracts, and power systems planning. Mr. Peaco has significant experience as an expert witness and as an advisor to senior utility managers and public policy officials. His consulting practice has included a range of engagements relating to integrated resource planning, competitive electric markets and industry restructuring, including generation asset valuation, strategic planning, competitive market formation and pricing, stranded cost assessment and mitigation, power market analysis of prices and supply requirements, power contract analysis, and power procurement practices. In addition to his tenure at La Capra Associates, he has held management and planning positions in power supply planning at Central Maine Power, CMP International Consultants, Pacific Gas & Electric, and the Massachusetts Energy Facilities Siting Council.

EMPLOYMENT HISTORY

La Capra Associates

Boston, MA

President

2002-current

Managing Director

1996-2002

Central Maine Power Company

Augusta, ME

Manager, Industrial Marketing and Economic Development

1995-96

Principal, CMP International Consultants

1993-95

Director, Power Supply Planning

1987-93

Power Supply Planning Analyst

1986-87

Pacific Gas & Electric Company

San Francisco, CA

Power Supply Planning Analyst

1985-86

Hydropower Planning Analyst

1983-84

Cogeneration Contracts Analyst

1981-82

Massachusetts Energy Facilities Siting Council

Boston, MA

Planning Engineer

1978-79

EDUCATION

Thayer School of Engineering, Dartmouth College Hanover, NH

M.S. in Engineering Sciences, Resource Systems and Policy Design

1981

Massachusetts Institute of Technology Cambridge, MA

B.S. in Civil Engineering, Water Resource Systems

1977

PROJECT EXAMPLES

- Project manager for evaluation of strategic reorganization of Entergy Arkansas associated with its withdrawal from the Entergy System Agreement on behalf of the General Staff of the Arkansas Public Service Commission. 2010-ongoing.
- Project manager for Integrated Resource Plan and Procurement Plan services to the Connecticut Energy Advisory Board in support of that entity's responsibility to work collaboratively with the State's electric utilities to develop annual plans. 2007-2010.
- Project manager for non-transmission alternatives assessment and economic assessment of costs and benefits of for Central Maine Power's Maine Power Reliability Program. La Capra Associates studies were included in application for Maine certification and have supported review of the project at ISO-New England. 2007-2010.
- Project manager for energy resource competitive bidding and state energy planning services to the Connecticut Energy Advisory Board in support of that entity's mission to foster development of preferred energy resources in the State, including the preparation of electric sector needs assessments for the State, evaluation of ISO-New England reliability and transmission planning studies, and the design of request for proposal procedures. 2005- 2009.
- Presented expert testimony on behalf of the Oklahoma Attorney General regarding the integrated resource planning, competitive bidding, and the prudence of a 102 MW wind farm proposed for cost pre-approval by Oklahoma Gas & Electric. 2009.
- Presented expert testimony on behalf of the Oklahoma Industrial Energy Consumers regarding the integrated resource planning, competitive bidding, and the prudence of a 520 MW purchased power agreement proposed for cost pre-approval by Public Service Company of Oklahoma. 2009.
- Presented expert testimony on behalf of the Oklahoma Attorney General regarding the integrated resource planning, competitive bidding, and the prudence of a 950 MW coal fired power facility proposed by Oklahoma Gas & Electric and Public Service Company of Oklahoma. 2006 – 2007.
- Advisor to Nova Scotia Power Inc. in support of their Integrated Resource Planning analysis and stakeholder collaboration process. 2006 - 07.
- Presented expert testimony on behalf of the Oklahoma Industrial Energy Consumers regarding the prudence of the resource planning and generation asset investments of Oklahoma Gas & Electric and Public Service Company of Oklahoma in two rate case proceedings. 2004 – 2005.
- Advisor to the Hawaii Consumer Advocate and the Oklahoma Industrial Energy Consumers in separate state regulatory commission investigations their respective states regarding rules for the use of competitive bidding in resource planning. 2005-2006.
- Prepared three technical audits for New Brunswick Power Distribution and Customer Service Corp. regarding its annual determination of power costs from power purchase agreements with its affiliated generation company, including review of production simulation model analysis and power contract terms. 2005 – 2006.
- Led La Capra Associates team in review of the California Department of Water Resources 2001 Power Procurement Program. La Capra Associates advised and assisted the California Bureau of State Audits conduct its two audits of this \$43 billion power

contracting effort and management of the State's power program during 2001 and 2002. 2001-2003.

- Presented expert testimony on before the Oklahoma Corporation Commission regarding the avoided costs of Oklahoma utilities and PURPA requirements pertaining to 1) the Lawton Cogeneration project (2002-03); 2) the PowerSmith Cogeneration project and proposed contract (2003-04), and 3) the Blue Canyon wind power project (2004-05).
- Prepared expert testimony and analysis regarding the outlook for benefits from the deregulation of the Arkansas retail generation market on behalf of the General Staff of the Arkansas Public Service Commission in an industry restructuring proceeding regarding the timing and approach to implementation of retail competition. 2000.
- Led La Capra Associates' team in conducting prudency reviews of the power procurement activities of Nevada Power Company and Sierra Pacific Power Company and presented testimony in the Sierra Pacific case on behalf of the Nevada Attorney General's Bureau of Consumer Protection. 2003.
- Led La Capra Associates team in review of San Diego Gas & Electric's approach to the California Block Forward Markets during the Fall 1999 to Summer 2000 period. Assist in the formation of testimony presented on behalf of the California Office of the Ratepayer Advocate before the California PUC. 2001.
- Presented expert testimony on the reliability, economic and environmental need for transmission to connect a 400 MW off-shore wind power project to the New England grid before the Massachusetts Energy Facility Siting Boards on behalf of Cape Wind. 2002-2003.
- Provided litigation support and deposition testimony regarding dispute of pricing provisions in two purchased power agreements with PURPA qualifying facilities on behalf of Central Maine Power Company. 1999 – 2004.
- Provided expert testimony on behalf of Vermont utilities regarding economic damages in an arbitration of a power purchase contract dispute with Hydro Quebec. 1999 – 2000.
- Directed a market valuation analysis of a 1000 MW New England generation portfolio, including a 360 MW hydroelectric system, assisting a major national generating company with the development of a purchase offer. 1997-98.
- On behalf of Central Maine Power (CMP), prepared and presented expert testimony before the Maine Public Utilities Commission on the prudency of CMP's power procurement program and specific power contract management activities. 1992-93.
- On behalf of CMP, prepared and presented expert testimony before the Maine Public Utilities Commission on the economic benefits of a proposed 30 year, 1000 MW power contract with Hydro Quebec. 1987-88.
- Directed CMP's power system planning activities, assessing power system economics, evaluating numerous IPP power sales contract proposals resulting from competitive solicitations, forecasting long-term market prices, preparing power system development plans, and preparing economic studies for the federal relicensing applications of several of CMP's hydropower facilities. 1987-93.

REPORTS AND PRESENTATIONS

Entergy Arkansas, Inc.'s Withdrawal from the Entergy System Agreement, Response to EAI's Analysis of All Strategic Options, Supplemental Initial Report prepared for the General Staff of the Arkansas Public Service Commission. July 12, 2011. Lead Consultant and Principal Author.

North Carolina's Renewable Energy Policy, A Look at REPS Compliance To Date, Resource Options for Future Compliance, and Strategies to Advance Core Objectives, prepared for the North Carolina Energy Policy Council. June 2011. Lead Consultant and Co-Author.

Energy Policy Implementation, Framework Overview: Paying for the Policies, presentation to the NECA/CPES 18th Annual New England Energy Conference, Groton, Connecticut, May 18, 2011.

Entergy Arkansas, Inc.'s Withdrawal from the Entergy System Agreement, Initial Report prepared for the General Staff of the Arkansas Public Service Commission. February 11, 2011. Lead Consultant and Principal Author.

Non-Transmission Alternatives Assessment for the Lewiston-Auburn Area, Report for Central Maine Power. August 27, 2010. Co-Author.

Emerging Regional Energy Issues, How RPS Requirements will Affect Vermont's Energy Future, presentation to the Vermont's Renewable Energy Future Conference, Burlington, Vermont October 1, 2010.

2010 Comprehensive Plan for the Procurement of Energy Resources, Report prepared for the Connecticut Energy Advisory Board. April 27, 2010. Lead Consultant and Principal Author.

Phase I Report: Assessment of Energy Supply Options for the Town of Millinocket, report to the Town of Millinocket, Maine. December 18, 2009. Lead Consultant and Principal Author.

2009 Comprehensive Plan for the Procurement of Energy Resources, Report prepared for the Connecticut Energy Advisory Board. May 1, 2009. Lead Consultant and Principal Author.

Evaluation of the Grid Solar Proposal, Review of the Economics of the Proposal as an Alternative to the Maine Power Reliability Program, Report prepared for Central Maine Power. April 3, 2009. Lead Consultant and Principal Author.

An Analysis of the Connecticut Light and Power Company's Proposed Greater Springfield Reliability Project and Manchester to Meekville Project and the Non-Transmission Project Proposed as Alternatives, Report prepared for the Connecticut Energy Advisory Board. February 17, 2009. Lead Consultant and Principal Author.

Preparing A State-Centric IRP in a Multi-State Power Market, presentation to the EUCI Conference on Resource and Supply Planning, Scottsdale, Arizona, February 11, 2009.

Resource Considerations of Transmission Planning, half-day workshop presented to the EUCI Conference on Resource and Supply Planning, Scottsdale, Arizona, February 11, 2009.

2008 Comprehensive Plan for the Procurement of Energy Resources, Report prepared for the Connecticut Energy Advisory Board. August 1, 2008. Lead Consultant and Principal Author.

Maine Power Reliability Project: Non-Transmission Alternatives Assessment and Economic Evaluation, Report for Central Maine Power. June 30, 2008. Lead Consultant and Principal Author.

Maine Power Connection: Locational Marginal Price and Production Cost Implications in Maine and New England, Report for Central Maine Power and Maine Public Service Company. June 30, 2008. Lead Consultant and Principal Author.

Impact of Aroostook Wind Energy on New England Renewable Energy Certificate Market, Report for Horizon Wind Energy. June 25, 2008. Lead Consultant.

Initial Review of Integrated Resource Plan for Connecticut, Report for the Connecticut Energy Advisory Board. January 28, 2008. Lead Consultant and Principal Author.

Connecticut's Long-Term Electric Capacity Requirements, Report of the Connecticut Energy Advisory Board. April 7, 2006. Lead Consultant and Principal Author.

Technical Audit – Phase III: Review of Increase in Fuel Component of Power Budget FY 2007 relative to FY 2006, prepared for the New Brunswick Power Distribution and Customer Service Corp., October 5, 2005. Lead Consultant and Principal Author.

Preliminary Assessment of Connecticut's Electric Supply and Demand: Near Term Requirements for Reliability and Mitigation of Federally Mandated Congestion Charges, The Connecticut Energy Advisory Board. September 2, 2005. Lead Consultant and Principal Author.

Technical Audit – Phase II: Review of Increase in Fuel Component of Power Budget FY 2006 relative to FY 2005, prepared for the New Brunswick Power Distribution and Customer Service Corp., July 7, 2005. Lead Consultant and Principal Author.

Technical Audit: Purchased Power Budget April 2005 – March 2006, prepared for the New Brunswick Power Distribution and Customer Service Corp., May 18, 2005. Lead Consultant and Principal Author.

Retail Choice Study: Issues and Options for Electric Generation Service, The Belmont Electricity Supply Study Committee, Belmont, Massachusetts. June 2, 2004. Lead Consultant and Principal Author.

California Energy Markets: The State's Position Has Improved, Due to Efforts by the Department of Water Resources and Other Factors, but Cost Issues and Legal Challenges Continue, California Bureau of State Audits, April 2, 2003. Lead Consultant and a Principal Author.

California Energy Markets: Pressures Have Eased, but Cost Risks Remain, California Bureau of State Audits, December 21, 2001. Lead Consultant and a Principal Author.

Development of Competition in Electric Markets and the Impact on Retail Consumers in Arkansas, Arkansas General Staff's Report, In The Matter of a Progress Report to the Arkansas

General Assembly on the Development of Competition in Electric Markets and the Impact, if any, on Retail Consumers, Docket No. 00-190-U, September 4, 2001. Principal Author.

Preliminary Market Value Assessment of PP&L Maine Hydroelectric Plants, August 2001. Proprietary report prepared for American Rivers, the Atlantic Salmon Federation, the Natural Resources Council of Maine, the Penobscot Indian Nation, and Trout Unlimited. Principal Author.

Development of Competition in Electric Markets and the Impact on Retail Consumers in Arkansas, Arkansas General Staff's Report, In The Matter of a Progress Report to the Arkansas General Assembly on the Development of Competition in Electric Markets and the Impact, if any, on Retail Consumers, Docket No. 00-190-U, September 29, 2000. Principal Author.

Wholesale Market Development: Timing and Issues Survey of Activity in Other Regions, FERC Initiatives, In The Matter of a Progress Report to the Arkansas General Assembly on the Development of Competition in Electric Markets and the Impact, if any, on Retail Consumers, Docket No. 00-190-U, September 29, 2000. Principal Author.

Retail Market Development: Timing and Issues Survey of Other States, In The Matter of a Progress Report to the Arkansas General Assembly on the Development of Competition in Electric Markets and the Impact, if any, on Retail Consumers, Docket No. 00-190-U, September 29, 2000. Principal Author.

The Progression toward Retail Competition in Arkansas' Neighboring States, In The Matter of a Progress Report to the Arkansas General Assembly on the Development of Competition in Electric Markets and the Impact, if any, on Retail Consumers, Docket No. 00-190-U, September 29, 2000. Principal Author.

Arkansas General Staff Proposal and Initial Comments, In The Matter of a Generic Proceeding to Establish Uniform Policies and Guidelines for a Standard Service Package, Docket No. 00-148-R, June 13, 2000. Principal Author.

Arkansas General Staff Initial Comments, In The Matter of a Generic Proceeding to Determine if Metering, Billing, and Other Services Are Competitive Services, Docket No. 00-054-U, March 31, 2000. Principal Author.

Arkansas General Staff Initial Comment and Proposed Market Power Analysis Minimum Filing Requirements, In The Matter of a Generic Proceeding to Establish Filing Requirements and Guidelines Applicable to Market Power Analyses, Docket No. 00-048-R, March 28, 2000. Contributing Author.

Vermont Electricity Prices: Regional Competitiveness Outlook; Implications of Restructuring in New England and New York, February 2000 Edition, prepared for Central Vermont Public Service. Principal Author.

Projected Retail Price of Electricity for Massachusetts Electric Company, Boston Edison Company, and Western Massachusetts Electric Company, September 1999, prepared for Massachusetts Municipal Wholesale Electric Company. Principal Author.

Comments of the Commonwealth of Massachusetts Division of Energy Resources, in the Investigation by the Department of Telecommunication and Energy into Pricing and Procurement of Default Service, July 1999 (Initial and Reply Comments). Contributing Author.

Need for Power Supply: The New England Power Pool and the State of Rhode Island, March 1999, prepared for Indeck – North Smithfield Energy Center.

Vermont Electricity Prices: Regional Competitiveness Outlook; Implications of Restructuring in Northeast States, a Report to the Working Group on Vermont's Electricity Future, November 1998, prepared for Central Vermont Public Service. Principal Author.

EXPERT TESTIMONY AND APPEARANCES

<u>Forum</u>	<u>Client</u>	<u>Topic</u>
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	<p>Testimony regarding the evaluation of Entergy Arkansas's strategic reorganization options upon its exit from the Entergy System Agreement.</p> <p>Supplemental Initial Testimony July 12, 2011 Initial Testimony February 11, 2011</p>
State Corporation Commission of the State of Kansas	The Landowner Group	<p>Testimony regarding the application of ITC Great Plains for a siting permit for a 345-kV Transmission Line addressing project need and route selection methodology.</p> <p>Initial Testimony April 18, 2011</p>
Federal Energy Regulatory Commission (FERC) RM10-23-000	Maine Public Utilities Commission, et. al.	<p>Expert Affidavit regarding economic analysis methodology for transmission project evaluation. Provided in reply comments on the FERC Transmission Planning and Cost Allocation NOPR.</p> <p>Affidavit November 12, 2010</p>
Maine Public Utilities Commission Docket No. 2008-255	Central Maine Power	<p>Testimony regarding CMP's application for approval the Lewiston Loop 115kV Transmission Project. Testimony addressed non-transmission alternatives.</p> <p>Oral Testimony November 16, 2008 December 14, 2010 Rebuttal Testimony November 8, 2010 August 27, 2010</p>
Oklahoma Corporation Commission Cause No. PUD 201000092	OK Corporation Commission OK Attorney General	<p>Testimony regarding a 99.2 MW wind farm power purchase agreement and green energy choice tariff proposed by Public Service Company of Oklahoma, addressing cost pre-approval, resource need, and competitive procurement. requirements..</p> <p>Prefiled Testimony October 5, 2010 Oral Testimony November 3, 2010</p>
Oklahoma Corporation Commission Cause No. PUD 201000037	Oklahoma Attorney General	<p>Testimony regarding a 198 MW wind farm proposed by Oklahoma Gas & Electric, addressing cost pre-approval, resource need, and competitive procurement. requirements.</p> <p>Prefiled Testimony June 11, 2010</p>
Connecticut Dept. of Public Utilities Control (DPUC) Docket No. 10-02-07	Connecticut Energy Advisory Board (CEAB)	<p>Lead witness sponsoring the CEAB's 2010 <i>Comprehensive Plan for the Procurement of Energy Resources</i>.</p> <p>Oral Testimony June 2 & 3, 2010</p>

Georgia Public Service Commission	Georgia Public Service Commission Public Interest Advocacy Staff	Witness sponsoring testimony regarding integrated resource planning methods, renewable energy, solar PV demonstration projects, and uncertainty analysis.
Docket No, 31081		Written Testimony May 7, 2010 Oral Testimony May 18, 2010
Maine Public Utilities Commission	Central Maine Power	Testimony regarding CMP's application for approval \$1.5 B Maine Power Reliability Transmission Project. Testimony addressed non-transmission alternatives and economic benefits, economics of proposed solar alternative, wind energy development benefits.
Docket No. 2008-255		Oral Testimony October 10, 2008 November 19, 2008 December 21, 2009 February 4, 2010 Rebuttal Testimony December 4, 2009 April 3, 2009
Oklahoma Corporation Commission	Oklahoma Attorney General	Testimony regarding a 102 MW wind farm proposed by Oklahoma Gas & Electric, addressing cost pre-approval, resource need, and competitive procurement. requirements.
Cause No. PUD 200900167		Prefiled Testimony Sept 29, 2009
Oklahoma Corporation Commission	Oklahoma Industrial Energy Consumers (OIEC)	Testimony regarding a power contract pre-approval and recovery of Independent Evaluator costs of Public Service Company of Oklahoma.
Cause No. PUD 200900099		Prefiled Testimony July 14, 2009
Connecticut Dept. of Public Utilities Control (DPUC)	Connecticut Energy Advisory Board (CEAB)	Lead witness sponsoring the CEAB's 2009 <i>Comprehensive Plan for the Procurement of Energy Resources</i> .
Docket No, 09-05-02		Oral Testimony June 30, 2009
Connecticut Dept. of Public Utilities Control (DPUC)	Connecticut Energy Advisory Board (CEAB)	Lead witness sponsoring the CEAB's 2008 <i>Comprehensive Plan for the Procurement of Energy Resources</i> . This Plan is the first prepared under the State's new integrated resource planning statute.
Docket No, 08-07-01		Oral Testimony August 28, 2008 September 22, 2008 October 3, 2008
Maine Superior Court Civil Action	Worcester Energy Co., Inc.	Expert opinion regarding renewable energy and power procurement services.
Docket No. cv-06-705		Prefiled Report January 30, 2008 Oral Testimony March 18, 2009

Massachusetts Dept. Of Telecommunications And Energy Docket No. DTE/DPU-06-60	Russell Biomass	Testimony regarding economic, reliability and environmental need for renewable power in the Massachusetts and New England in support of Russell Biomass petition for a zoning exemption. Prefiled Testimony June 2007 Oral Testimony October 30, 2007
Hawaii Public Utilities Commission Docket No. 04-0046	Hawaii Division of Consumer Advocacy	Testimony regarding Hawaii Electric Light Company's integrated resource plan. Prefiled Testimony September 28, 2007 Oral Testimony November 26, 2007
Nevada Public Utilities Commission Docket No. 06-12002	Nevada Attorney General Bureau of Consumer Protection	Testimony regarding the prudence of Sierra Pacific Power Company in its purchased power expenses for the period December 2001 through November 2002. Prefiled Testimony September 14, 2007
Oklahoma Corporation Commission Cause No. PUD 2005516 Cause No. PUD 2006030 Cause No. PUD 2007012	Oklahoma Attorney General	Testimony regarding a 950 MW coal-fired generation facility proposed by Public Service of Oklahoma and Oklahoma Gas & Electric, including IRP, competitive procurement, and construction financing issues. Prefiled Testimony May 21, 2007 Rebuttal Testimony June 18, 2007 Oral Testimony July 26, 2007
Oklahoma Corporation Commission Cause No. PUD 2002-038 REMAND	Oklahoma Industrial Energy Consumers (OIEC)	Testimony regarding a power contract proposal of Lawton Cogeneration and the pricing analysis of Public Service Company of Oklahoma. Prefiled Testimony October 28, 2005 Rebuttal Testimony March 17, 2006 Oral Testimony May 9, 2006
New Brunswick Board of Commissioners of Public Utilities (PUB) Ref: 2005-002	New Brunswick Power Distribution Company	Testimony regarding La Capra Associates' three technical audits of the NBP-Disco purchased power budget and variance analyses for FY 2004 – 2006. Oral Testimony February 14-22, 2006
Connecticut Department of Public Utility Control Docket No. 05-07-14 Phases I and II	Connecticut Energy Advisory Board	Testimony regarding Connecticut's need for electric capacity to meet reliability requirements and to mitigate congestion charges in the wholesale markets. Oral Testimony February 14-22, 2006 May 1, 2006 June 15, 2006 September 26, 2005
Hawaii Public Utilities Commission Docket No. 03-0372	Hawaii Division of Consumer Advocacy	Testimony regarding competitive bidding rules and integrated resource planning. Oral Testimony December 12-16, 2005

Oklahoma Corporation Commission Cause No. PUD 2005-151	Oklahoma Industrial Energy Consumers (OIEC)	Testimony regarding resource planning, prudence of generation investment of Oklahoma Gas & Electric Company. Prefiled Testimony September 12, 2005 Rebuttal Testimony September 29, 2005 Oral Testimony October 18, 2005
Oklahoma Corporation Commission Cause No. PUD 2003-076	Oklahoma Industrial Energy Consumers (OIEC)	Testimony regarding resource planning, prudence of generation investment and fuel and purchased power expenses of Public Service Company of Oklahoma. Prefiled Testimony January 4, 2005
Oklahoma Corporation Commission Cause No. PUD 2003-633/4	Oklahoma Industrial Energy Consumers (OIEC)	Testimony regarding power contract proposal for Blue Canyon wind development and avoided costs of Public Service Company of Oklahoma. Prefiled Testimony August 16, 2004
Civil Litigation Maine Superior Court Docket No. CV-01-24	Central Maine Power Co.	Factual and expert witness in litigation regarding pricing provisions of a purchased power agreement between Central Maine Power and Benton Falls Associates. Deposition Testimony April 28, 2004
Oklahoma Corporation Commission	Oklahoma Attorney General	Testimony regarding power contract proposal for PowerSmith Cogeneration and avoided cost analysis of Oklahoma Gas & Electric Company. Prefiled Testimony February 18, 2004 Rebuttal Testimony March 16, 2004 Oral Testimony August 4, 2004
Nevada Public Utilities Commission	Nevada Attorney General Bureau of Consumer Protection	Testimony regarding the Nevada Power Company's Integrated Resource Plan and associated financial plan. Prefiled Testimony September 19, 2003 Oral Testimony October 15, 2003
Massachusetts Energy Facilities Siting Council Docket No. EFSB-02-2	Cape Wind	Testimony regarding economic, reliability and environmental need for power in the Massachusetts and New England power markets regarding the need for new wind power facility. Prefiled Testimony February 14, 2003 Oral Testimony August 6&7, 2003
Maine State Board of Property Tax Review	United American Hydro	Testimony regarding the Maine and New England power market prices pertaining to the valuation of a hydro-electric power facility in Winslow, Maine. Oral Testimony June 18, 2003
Nevada Public Utilities Commission Docket No. 03-1014	Nevada Attorney General Bureau of Consumer Protection	Testimony regarding the prudence of Sierra Pacific Power Company in its purchased power expenses for the period December 2001 through November 2002. Prefiled Testimony April 25, 2003
Oklahoma Corporation Commission Cause No. PUD 2002-038	Oklahoma Attorney General	Testimony regarding a power contract proposal of Lawton Cogeneration and the pricing analysis of Public Service Company of Oklahoma.

		Prefiled Testimony Oral Testimony	December 16, 2002 May 22, 2003
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	Testimony regarding the Development of Competition in Electric Markets and the Impact on Retail Consumers in Arkansas.	
		Prefiled Testimony	September 4, 2001
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	Testimony regarding the Development of Competition in Electric Markets and the Impact on Retail Consumers in Arkansas.	
		Prefiled Testimony	September 29, 2000
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	Testimony regarding the establishment of uniform Policies and guidelines for a Standard Service Package.	
		Staff Proposal and Comments	June 13, 2000
		Reply Comments	July 21, 2000
		Sur reply Comments	August 2, 2000
		Oral Testimony	August 8, 2000
		Petition for Rehearing	
		Rebuttal Testimony	November 15, 2000
		Oral Testimony	November 29, 2000
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	Testimony regarding the determination of the merits of declaring retail billing services competitive effective At the start of retail open access.	
		Oral Testimony	June 27, 2000
		Prefiled Rebuttal Testimony	June 23, 2000
		Prefiled Testimony	June 16, 2000
		Oral Testimony	May 10, 2000
Arkansas Public Service Commission	General Staff of the AK Public Service Comm.	Testimony regarding the minimum filing requirements for market power studies to be filed by the Arkansas Electric utilities and affiliated retail companies.	
		Oral Testimony	June 1, 2000
Amer. Arb. Assoc. No. 50T 198 00197-98	Vermont Joint Owners	Testimony regarding economic damages resulting from alleged breach of a long-term purchase power agreement between Hydro-Quebec and Vermont utilities (VJO).	
		Oral Testimony	May 25, 2000
		Prefiled Rebuttal Testimony	February 10, 2000
		Prefiled Testimony	August 13, 1999
Rhode Island Energy Facilities Siting Board	Indeck-North Smithfield, L.L.C.	Testimony regarding economic, reliability and environmental need for power in the Rhode Island and New England power markets regarding the need for new, merchant power facility.	
		Prefiled Testimony	August 16, 1999
		Oral Testimony	August 17, 2000
		Prefiled Testimony	January 26, 2001
		Oral Testimony	March 23, 2001
Civil Litigation Maine Superior Court Docket No. CV-98-212	Central Maine Power Co.	Factual and expert witness in litigation regarding pricing provisions of a purchased power agreement between Central Maine Power and Regional Waste Systems.	
		Deposition Testimony	May 5, 1999

Connecticut Energy Facilities Siting Council Docket No. 190	PDC – El Paso Meriden LLC	Testimony regarding economic, reliability and environmental need for power in the Connecticut and New England power markets regarding the need for new, merchant power facility. Prefiled Testimony January 25, 1999
Rhode Island Energy Facilities Siting Council Docket No. SB-98-1	R. I. Hope Energy, L. P.	Testimony regarding economic, reliability and environmental need for power in the Massachusetts and New England power markets regarding the need for new, merchant power facility. Oral Testimony November 4, 1998 Prefiled Testimony October 30, 1998
Massachusetts Energy Facilities Siting Council Docket No. EFSB-91-101A	Cabot Power Corp.	Testimony regarding economic, reliability and environmental need for power in the Massachusetts and New England power markets regarding the need for new, merchant power facility. Oral Testimony May 27, 1998 Prefiled Testimony August 15, 1997
Massachusetts Energy Facilities Siting Council Docket No. EFSB-97-2	ANP Blackstone Energy	Testimony regarding economic, reliability and environmental need for power in the Massachusetts and New England power markets regarding the need for new, merchant power facility. Oral Testimony April 6, 1998 Prefiled Testimony January 23, 1998
Massachusetts Energy Facilities Siting Council Docket No. EFSB-97-1	ANP Bellingham	Testimony regarding economic, reliability and environmental need for power in the Massachusetts and New England power markets regarding the need for new, merchant power facility. Oral Testimony February 3, 1998 January 28, 1998
Rhode Island Energy Facilities Siting Board Docket No. SB-97-1	Tiverton Power Associates LP	Testimony regarding economic, reliability and environmental need for power in the Rhode Island and New England power markets regarding the need for new, merchant power facility. Oral Testimony October 15, 1997 Prefiled Testimony October 1, 1997
Maine Public Utilities Commission Docket No. 92-102	Central Maine Power	Testimony regarding CMP's avoided cost methods and practices pertaining to the prudence of power purchase contract decisions with regard to contract awards and contract management. Oral Testimony July 1993 Deposition Testimony February 25, 1993 March 1, 1993 Prefiled Rebuttal Testimony June 7, 1993 Prefiled Testimony June 15, 1992
Maine Public Utilities Commission Docket No. 92-315	Central Maine Power	Testimony regarding CMP's avoided cost methods and practices pertaining to the setting of long-term avoided costs, CMP's Energy Resource Plan, and the relationship of marginal costs of generation to embedded costs. Supplemental Prefiled Testimony April 20, 1993 Prefiled Testimony February 17, 1993

Maine Public Utilities Central Maine Power
Commission
Docket No. 87-261
Docket No. 88-111

Testimony regarding CMP's avoided cost methods and practices
pertaining to the setting of long-term avoided costs, CMP's
Energy Resource Plan, and the proposal for a 900 MW power
Contract with Hydro Quebec.

Oral Testimony
Pefiled Testimony

Summer 1988
October 31, 1987



Richard S. Hahn

Principal Consultant

Mr. Hahn is a senior executive in the energy industry, with diverse experience in both regulated and unregulated companies. He joined La Capra Associates in 2004. Mr. Hahn has a proven track record of analyzing energy, capacity, and ancillary services markets, valuation of energy assets, developing and reviewing integrated resource plans, creating operational excellence, managing full P&Ls, and developing start-ups. He has demonstrated expertise in electricity markets, utility planning and operations, sales and marketing, engineering, business development, and R&D. Mr. Hahn also has extensive knowledge and experience in both the energy and telecommunications industries. He has testified on numerous occasions before the Massachusetts Department of Public Utilities, and also before FERC.

SELECTED EXPERIENCE – LA CAPRA ASSOCIATES

- Reviewed and analyzed a proposed retail rate increase by Fitchburg Gas and Electric Company before the Massachusetts Department of Public Utilities. Provided expert testimony before the Massachusetts Department of Public Utilities regarding the Company's proposed Capital Spending Plan, and an accompanying recovery mechanism.
- Conducted a study of non-transmission alternatives to a proposed substation and related transmission upgrades in Georgia, Vermont.
- Reviewed and analyzed damages claimed in litigation between a developer of renewable energy facilities and the owner of the host site.
- Evaluated the decision of PacifiCorp to acquire new generating resources in Utah. Filed testimony before the Public Service Commission of Utah.
- Served as a principal advisor and key team member in La Capra Associates' assessment of strategic options for Entergy Arkansas, Inc. subsequent to its withdrawal from the Entergy System Agreement.
- Conducted a study of non-transmission alternatives to a proposed substation and related transmission upgrades in Jay, Vermont.
- Reviewed and evaluated the construction of and cost recovery for a large cogeneration plant for a mid-west utility; utilized heat balance analysis to develop new cost allocators between steam and electric sales.
- Analyzed fuel costs, market sales and revenues, capacity position, and performance parameters for a large- mid-west utility.
- Performed a review and analysis of the proposed merger between FirstEnergy and Allegheny Energy. Provided expert testimony before the FERC and the Pennsylvania Public Utilities Commission regarding merger policy, benefits and market power issues.
- Performed a study of non-transmission alternatives to a proposed transmission project in the Lewiston-Auburn area of Central Maine Power Company's service territory. Testified before the Maine Public Utilities Commission.
- Analyzed a proposed plan by National Grid to procure 2011 default service power supplies and comply with Renewable Energy Standards. Provided expert testimony before the Rhode Island Public Utilities Commission.
- Served as an advisor to the Pennsylvania Office of Consumer Advocate in reviewing 2011 default service plans for Pennsylvania Electric Distribution Companies.

- Analyzed a purchase power agreement between National Grid and on offshore wind project in Rhode Island. Provided expert testimony before the Rhode Island Public Utilities Commission.
- Reviewed and analyzed a proposed retail rate increase by Western Massachusetts Electric Company before the Massachusetts Department of Public Utilities. Provided expert testimony before the Massachusetts Department of Public Utilities regarding the Company's proposed Capital Plan, and an accompanying recovery mechanism.
- Served as an advisor to the developer of a utility-scale Solar PV facility in Massachusetts.
- Evaluated a proposed Solar PV installation for a large retail customer in Massachusetts. Performed an analysis of the appropriate rate of return and its impact on facility electric costs and financial feasibility.
- Assessed the economic impact of an additional interconnection between ISO-NE and NYISO; analyzed impact on market prices and congestion.
- Reviewed and analyzed the capacity position of a large mid-west utility and the impact of that position on electric rates.
- Performed an economic evaluation of a proposed transmission line in New England. Assessed the project's ability to deliver renewable energy to load centers and the impact of the project on Locational Marginal Prices.
- Analyzed a proposed interconnection of a large new industrial load in Massachusetts. Evaluated proposed substation configuration and developed alternatives that achieved comparable reliability at lower costs. Assessed cost recovery options.
- Reviewed the Energy Efficiency and Conservation Programs proposed by Pennsylvania Power & Light and Philadelphia Electric Company in response to Act 129, Pennsylvania legislation that requires Electric Distribution Companies to achieve certain annual consumptions and demand reduction by 2013. Provided expert testimony before the Pennsylvania Public Utilities Commission regarding program design, benefit cost analyses, and cost recovery.
- Assisted in the review and analysis of a proposed retail rate increase by National Grid before the Rhode Island Public Utilities Commission. Provided expert testimony before the Rhode Island Public Utilities Commission regarding the Company's proposed Inspection & Maintenance Program, its Capital Plan, its Storm Funding Plan, and its Facilities Plan
- Reviewed and analyzed Time-of-Use rates proposed by Pennsylvania Power & Light. Provided expert testimony before the Pennsylvania Public Utilities Commission regarding compliance with Commission requirements, rate design, cost recovery, and consumer education issues.
- Assisted in the review and analysis of a proposed retail rate increase by National Grid before the Massachusetts Department of Public Utilities. Provided expert testimony before the Massachusetts Department of Public Utilities regarding the Company's proposed Inspection & Maintenance Program, its Capital Plan, its Storm Funding Plan, and its Facilities Plan.
- Performed a review and analysis of the proposed merger between Exelon and NRG. Provided expert testimony before the Pennsylvania Public Utilities Commission regarding merger policy, benefits and market power issues.
- Reviewed the needs analysis and load forecast supporting a proposed Transmission Project in Rhode Island. Provided expert testimony before the Rhode Island Public Utilities Commission.
- Performed an assessment of plans to procure Default Service Power Supplies for a Rhode Island utility. Provided expert testimony before the Rhode Island Public Utilities Commission.
- Served as an advisor to Vermont electric utilities regarding the evaluation of new power supply alternatives. Developed and applied a probabilistic planning tool to model uncertainty in costs and operating parameters.

- Conducted a review of Massachusetts electric utilities' proposal to construct, own, and operate large scale PV solar generating units. Served as an advisor to the Massachusetts Attorney General in settlement negotiations. Performed an analysis of the appropriate rate of return and its impact on ratepayer costs and financial feasibility. Provided expert testimony before the Massachusetts Department of Public Utilities.
- Served as a key member of a La Capra Associates Team evaluating wind generation RFPs in Oklahoma.
- Performed an assessment of plans to procure Default Service Power Supplies for Pennsylvania utilities. Provided expert testimony before the Pennsylvania Public Utilities Commission.
- Performed an assessment of a merchant generator proposal to construct, own, and operate 800 MW of large scale PV solar generating units in Maine.
- Analyzed proposed environmental upgrades to several existing coal-fired power plants in Wisconsin, including an economic evaluation of this investment compared to alternative supply resources. Provided expert testimony in three separate proceedings before the Public Service Commission of Wisconsin.
- Reviewed Pennsylvania Act 129 and Commission rules for Energy Efficiency Plans
- Performed a study of non-transmission alternatives (NTAs) to a proposed set of transmission upgrades to the bulk power supply system in Maine.
- Served as a key member of the La Capra Associates Team advising the Connecticut Energy Advisory Board (CEAB) on a wide range of energy issues, including integrated resources plan and the need for and alternatives to new transmission projects.
- Performed a study of non-transmission alternatives (NTAs) to a proposed set of transmission upgrades to the bulk power supply system in Vermont.
- Served as an advisor to the Delaware Public Service Commission and three other state agencies in the review of Delmarva Power & Light's integrated resource plan and the procurement of power supplies to meet SOS obligations.
- Served as an expert witness in litigation involving a contract dispute between the owner of a merchant powerplant and the purchasers of the output of the plant.
- Served as an advisor to the Maryland Attorney General's Office in the proposed merger between Constellation Energy and the FPL Group.
- Reviewed and analyzed outages for Connecticut utilities during the August 2006 heat wave. Prepared an assessment of utility filed reports and corrective actions.
- Conducted a study of required planning data and prepared forecasts of the key drivers of future power supply costs for public power systems in New England.
- Reviewed and analyzed Hawaiian Electric Company integrated resource plan and its DSM programs for the State of Hawaii. Prepared written statement of position and testified in panel discussions before the Hawaii Public Utility Commission.
- Assisted the Town of Hingham, MA in reviewing alternatives to improve wireless coverage within the Town and to leverage existing telecommunication assets of the Hingham Municipal Light Plant.
- Conducted an extensive study of distributed generation technologies, options, costs, and performance parameters for VELCO and CVPS.
- Analyzed and evaluated proposals for three substations in Connecticut. Prepared and issued RFPs to seek alternatives in accordance with state law.

- Performed an assessment of merger savings from the First Energy – GPU merger. Developed a rate mechanism to deliver the ratepayers share of those savings. Filed testimony before the PA PUC.
- Prepared long term price forecasts for energy and capacity in the ISO-NE control area for evaluating the acquisition of existing powerplants.
- Conducted an assessment of market power in PJM electricity markets as a result of the proposed merger between Exelon and PSEG. Developed a mitigation plan to alleviate potential exercise of market power. Filed testimony before the PA PUC.
- Performed a long-term locational installed capacity (LICAP) price forecast for the NYC zone of the NYISO control area for generating asset acquisition.
- Served as an Independent Evaluator of a purchase power agreement between a large mid-west utility and a very large cogeneration plant. Evaluated the implementation of amendments to the purchase power agreement, and audited compliance with very complex contract terms and operating procedures and practices.
- Performed asset valuation for energy investors targeting acquisition of major electric generating facility in New England. Prepared forecast of market prices for capacity and energy products. Presented overview of the market rules and operation of ISO-NE to investors.
- Assisted in the performance of an asset valuation of major fleet of coal-fired electric generating plants in New York. Prepared forecast of market prices for capacity and energy products. Analyzed cost and operations impacts of major environmental legislation and the effects on market prices and asset valuations.
- Conducted an analysis of the cost impact of two undersea electric cable outages within the NYISO control area for litigation support. Reviewed claims of cost impacts from loss of sales of transmission congestion contracts and replacement power costs.
- Reviewed technical studies of the operational and system impacts of major electric transmission upgrades in the state of Connecticut. Analysis including an assessment of harmonic resonance and type of cable construction to be deployed.
- Conducted a review of amendments to a purchased power agreement between an independent merchant generator and the host utility. Assessed the economic and reliability impacts and all contract terms for reasonableness.
- Assisted in the development of an energy strategy for a large Midwest manufacturing facility with on-site generation. Reviewed electric restructuring rules, electric rate availability, purchase & sale options, and operational capability to determine the least cost approach to maximizing the value of the on-site generation.
- Assisted in the review of the impact of a major transmission upgrade in Northern New England.
- Negotiated a new interconnection agreement for a large hotel in Northeastern Massachusetts.

SELECTED EXPERIENCE – NSTAR ELECTRIC & GAS

President & COO of NSTAR Unregulated Subsidiaries

Concurrently served as President and COO of three unregulated NSTAR subsidiaries: Advanced Energy Systems, Inc., NSTAR Steam Corporation, and NSTAR Communications, Inc.

Advanced Energy Systems, Inc.

- Responsible for all aspects of this unregulated business, a large merchant cogeneration facility in Eastern Massachusetts that sold electricity, steam, and chilled water. Duties included management, operations, finance and accounting, sales, and P&L responsibility.

NSTAR Steam Corporation

- Responsible for all aspects of this unregulated business, a district energy system in Eastern Massachusetts that sold steam for heating, cooling, and process loads. Duties included management, operations, finance and accounting, sales, and P&L responsibility.

NSTAR Communications, Inc.

- Responsible for all aspects of this unregulated business, a start-up provider of telecommunications services in Eastern Massachusetts. Duties included management, operations, finance and accounting, sales, and P&L responsibility.
- Established a joint venture with RCN to deliver a bundled package of voice, video, and data services to residential and business customers. Negotiated complex indefeasible-right-to-use and stock conversion agreements.
- Installed 2,800 miles of network in three years. Built capacity for 230,000 residential and 500 major enterprise customers.
- Testified before the Congress of the United States on increasing competition under the Telecommunications Act of 1996.

VP, Technology, Research, & Development, Boston Edison Company

- Responsible for identifying, evaluating, and deploying technological innovation at every level of the business.
- Reviewed Electric Power Research Institute (EPRI), national laboratories, vendor, and manufacturer R&D sources. Assessed state-of-the-art electro-technologies, from nuclear power plant operations to energy conservation.

VP of Marketing, Boston Edison Company

- Promoted and sold residential and commercial energy-efficiency products and customer service programs.
- Conducted market research to develop an energy-usage profile. Designed a variable time-of-use pricing structure, significantly reducing on-peak utilization for residential and commercial customers.
- Designed and marketed energy-efficiency programs.
- Established new distribution channels. Negotiated agreements with major contractors, retailers, and state and federal agencies to promote new energy-efficient electro-technologies.

Vice President, Energy Planning, Boston Edison Company

- Responsible for energy-usage forecasting, pricing, contract negotiations, and small power and cogeneration activities. Directed fuel and power purchases
- Implemented an integrated, least-cost resource planning process. Created Boston Edison's first state-approved long-range plan.
- Assessed non-traditional supply sources, developed conservation and load-management programs, and purchased from cogeneration and small power-production plants.
- Negotiated and administered over 200 transmission and purchased power contracts.

- Represented the company with external agencies. Served on the Power Planning Committee of the New England Power Pool.
- Testified before federal and state regulatory agencies.

EMPLOYMENT HISTORY

La Capra Associates, Inc. Principal Consultant	Boston, MA	2004 – present
Advanced Energy Systems, Inc. President and COO	Boston, MA	2001-2003
NSTAR Steam Corporation President and COO	Cambridge, MA	2001-2003
NSTAR Communications, Inc. President and COO		1995-2003
Boston Edison Company VP, Technology, Research, & Development	Boston, MA	1993-1995
VP, Marketing, Boston Edison Company		1991-1993
Vice President, Energy Planning, Boston Edison Company		1987-1991
Manager, Supply & Demand Planning		1984-1987
Manager, Fuel Regulation & Performance		1982-1984
Assistant to Senior Vice President, Fossil Power Plants		1981-1982
Division Head, Information Resources		1978-1981
Senior Engineer, Information Resource Division		1977-1978
Assistant to VP, Steam Operations		1976-1977
Electrical Engineer, Research & Planning Department		1973-1976

EDUCATION

Boston College Masters in Business Administration	1982	Boston, MA
Northeastern University Masters in Science, Electrical Engineering	1974	Boston, MA
Northeastern University Bachelors in Science, Electrical Engineering	1973	Boston, MA

PROFESSIONAL AFFILIATIONS

Director, NSTAR Communications, Inc.	1997-2003
Director, Advanced Energy Systems, Inc.	2001-2003
Director, Neuco, Inc.	2001-2003
Director, United Telecom Council	1999-2003
Head, Business Development Division, United Telecom Council	2000-2003
Elected Commissioner – Reading Municipal Light Board	2005-present
Registered Professional Electrical Engineer in Massachusetts	

John G. Athas

Principal Consultant and Treasurer

John Athas joined La Capra Associates in 2006, bringing nearly 30 years of diverse electric industry experience. He has substantial, hands-on skills having worked for an electric utility, a competitive retail electric services provider, a power technology manufacturer, and an energy industry consulting firm. Through extensive practical application, he has assumed leadership roles in resource planning, analysis of competitive wholesale and retail markets, financial and risk analysis, strategic planning, and contracts and transactions. With expertise in utility regulation, energy marketing and product development, energy policy, asset valuation, mergers and acquisitions, and corporate strategy, Mr. Athas has provided clients valuable insight from his unique blend of experience in strategy consulting, technical evaluations and energy market participation. Mr. Athas holds an M.B.A. from the University of Connecticut, an M.S. in Mechanical Engineering from Rensselaer Polytechnic Institute, and a B.E. from Cooper Union.

PROFESSIONAL EXPERIENCE

Stakeholder Facilitation and Process

- Facilitated information exchange and consensus building between the utilities and stakeholders—for Connecticut's *first IRP since the 1980s*—including multiple generation owners, operators and developers; energy efficiency planners, regulatory oversight groups and public advocate organizations; environmental agency and environmental advocacy organizations, transmission owners and the regional transmission ISO; and consumers.
- In 2010, facilitated a greatly-expanded process during the subsequent Connecticut IRP to include nuclear power operators, developers, advocates and opposition groups, natural gas utilities and pipeline operators; energy security experts; and CHP developers, policymakers and commercial/industrial business.

Integrated Resource Planning

- Collaborating to review and critique the Connecticut utilities' 2010 IRP on behalf of the Connecticut Energy Advisory Board (CEAB), including extending analysis and modeling to 2030.
- Managing consultant leading IRP planning and related regulatory filings for various New England electric utilities and cooperatives, including Green Mountain Power, Washington Electric Cooperative (VT), Vermont Electric Cooperative, and Vermont Marble Power.
- Provided a critique of Public Service of Oklahoma's IRP and Oklahoma Gas & Electric Company's IRP, in response to their joint application to build a base load coal fired generating capacity, on behalf of the Oklahoma Attorney General's Office.
- Managed NU's resource planning function from the inception of Integrated Demand/Supply Planning (now IRP) through 1991.

Market Analysis

- Project manager and principal lead on analysis for Vermont Combined Heat and Power and Distributed Generation Potential Study in 2010 on behalf of Vermont's System Planning Committee

Market Analysis – cont'd.

- Provide principal leadership to the team responsible for the La Capra Associates' Electric Market Model, which is used to support the analysis for numerous client projects.
- Conducted scenario planning studies for all North America regional power markets (U.S. and Canada). Provided capacity requirements, resource adequacy assessment, and energy price outlooks.
- Conducted scenario planning studies for all North America regional power markets (U.S. and Canada). Provided capacity requirements, resource adequacy assessment, and energy price outlooks.
- Charged with the role of principal for power research and consulting for the Eastern Energy Service, providing insight into the interactions of electric and gas markets within the Eastern Interconnect.
- Led marketing, structuring and product development for Select Energy's retail energy commodity and energy services business.
- Directed market research regarding customer choice and customer satisfaction.
- Supervised market modeling activities for North America (U.S. and Canada) for Cambridge Energy Research Associates (CERA).
- Analyzed power prices and their impacts on clients in the evolving market structures for ISO New England (ISO-NE), New York Independent System Operator (NYISO) and the PJM Interconnection (PJM).
- Supported the development and marketing, while negotiating a power and energy services package to, major retail aggregations and affinity for Select Energy. This includes the largest Municipal Aggregation the Cape Light Compact for communities on Cape Cod and Martha's Vineyard.

Rates and Regulation

- Provided expert review and critique for Public Service Organization of Oklahoma's request for proposal for baseload generation in support of the Office of the Attorney General.
- Provided review and comment on the Philadelphia Electric Smart Metering Implementation Plan for the Pennsylvania Office of Consumer Advocate
- Drafted changes to proposed demand-side rules in Oklahoma for the Oklahoma Industrial Energy Consumers.
- Managed rates and cost-of-service functions for Northeast Utilities (NU).
- Introduced NU's special contracting flexible rate tariffs in Connecticut and Massachusetts.
- Negotiated special contracts with NU's large customers in Massachusetts, Connecticut and New Hampshire.

Utility Planning

- Managed strategic planning analyses for NU including the areas of competition, integrated resource planning (IRP), and utility strategic and organizational goal development.
- Led the team responsible for analysis and presentation materials for executive planning conferences, including utility diversification into energy services and merchant generation.
- Supervised generation planning for a large utility, provided economic and financial analysis of power plant construction and capital additions and determined avoided costs.
- Developed a New England market entry business plan for Direct Energy's retail business.

- Advised the management team at Cape Light Compact on the merits of forming an Electric Cooperative.

Expert Witness

- Presented expert testimony on behalf of the Oklahoma Attorney General before the Oklahoma Corporation Commission regarding IRP and baseload coal RFPs. (*Causes Nos. PUD 200500516, 200600030, 200700012, 2006 through 2007.*)
- Presented expert testimony before the Connecticut Department of Public Utility Control (DPUC) for Select Energy in Connecticut regarding its retail licensing application in 2000.
- Testified on customer impacts, pricing levels and utility planning during various electric industry restructuring proceedings in Connecticut and Massachusetts.
- Presented expert testimony on numerous occasions before the Connecticut DPUC regarding special contract approvals.

EMPLOYMENT HISTORY

La Capra Associates, Inc.

Principal Consultant
Managing Consultant

Boston, MA
2009 - Present
2006 - 2009

Direct Energy North America

Independent Consultant

Stamford, CT
2005

Assignment – New England Market Entry Business Plan, Channel Management Plan Development

Northeastern US Markets

Developing a business plan outlining the potential market entry for the client into the New England power market.

Cambridge Energy Research Associates

Associate Director, North American Electric Power
Eastern North American Energy Service Principal

Cambridge, MA
2001 – February 2005

Developed independent primary research on various aspects of power markets around the Eastern U.S. and Canada, primarily responsible for the Northeast and Midwest markets, including price outlooks for energy and “full requirements” electric power. Analyzed market structure, supply/demand balances, price caps, market clearing prices, capacity markets, and generation technologies.

Northeast Utilities

Director, Retail Business Strategy - Select Energy
Managing Director, Marketing - Select Energy

Berlin, CT
1997 – 2000

Directed market strategy, market research, product development, product management, strategic alliance development, retail electric energy supply management and pricing strategy for Northeast Utilities’ unregulated retail energy service company, Select Energy, formed in 1997. Managed the activities of 31 professionals, including six managers. Negotiated a major retail supply agreement with the Massachusetts Municipal Association, which resulted in participation by 120 cities and towns.

Director, Market Pricing & Policy

1995 – 1997

Managed the work of three managers and 24 professionals in all areas of pricing for Northeast Utilities and its operating companies: CL&P, WMECo, PSNH and HWPCo, with revenues totaling over \$3 billion.

Manager, Market Analysis 1990 – 1995
Led market planning and market research functions in developing strategies to prepare NU for the competitive business environment, including sales force program training and development.

Manager, Strategic Analysis & Long Term Resource Planning 1987 – 1990

Held various positions within the Capacity Planning Department 1981 – 1987

United Technologies Corporation Hartford, CT
Analytical Engineer – International Fuel Cells/Pratt & Whitney Aircraft 1977 – 1981

EDUCATION

University of Connecticut Storrs, CT
Masters of Business Administration 1987

Rensselaer Polytechnic Institute – HGC Troy, NY
M.S., Mechanical Engineering 1982

Cooper Union New York, NY
B.E., Mechanical Engineering 1977
Elected to Pi Tau Sigma – Mechanical Engineering Honorary Fraternity

PROFESSIONAL ACHIEVEMENTS

- Recipient, **1998 Northeast Utilities Chairman's Award** for innovation in developing offerings and negotiating with large aggregation groups
- Recipient, **1996 Northeast Utilities Chairman's Award** and **1996 Retail Business Group's President's Award** for the role in leading efforts in the Retail Competition Pilot in New Hampshire
- Recipient, **Northeast Utilities 1994 Retail Business Group's President's Award** for developing and successfully implementing special utility contracting efforts
- Licensed **Professional Engineer** - State of Connecticut
- Past appointee to the **Electric Power Research Institute (EPRI)** Industrial Business Unit Council
- Participation in the Energy Committee of the Manufacturer's Alliance of Connecticut, Inc.
- Participation in various **NEPOOL** Committees
- Member of the **Association of Energy Engineers**
- Author of the paper '**Fulfilling on the Promises of Deregulation**'
- Speaking experience includes:
 - U.S. Chamber Of Commerce Satellite Seminar Series on Deregulation
 - Massachusetts HEFA sponsored conference on *Organizing Energy Buying Groups*
 - INFOCAST Seminars on *Negotiating Power Contracts*
 - Interview on a nationally syndicated news show, *First Business*, on energy deregulation

Patricia H. Richards

Senior Consultant

Patty Richards is a seasoned and proven energy professional and highly accomplished with over 20 years of experience in municipal utility power supply optimization and risk management. She has comprehensive experience related to power supply management including ratemaking, generation plant bidding, testimony, energy policy, economic analysis, power plant development, demand side management planning and evaluation, detailed understanding of energy market rules, and risk management.

Prior to joining La Capra Associates in 2010, Ms. Richards was the Director of Power Supply & Transmission at the Vermont Public Power Supply Authority and headed all facets of power supply management portfolio optimization including buying and selling power on behalf of 17 municipal systems and managing generating resources in the New England Standard Market Design (SMD). From 1989 to 2006, Ms. Richards was a leader with the Burlington Electric Department and as the Director of Resource Planning she managed the utility's power supply resources and generation assets and worked with city and state officials in managing Burlington's resource costs.

Ms. Richards has evaluated power plant economics, prepared and defended integrated resource plans that were approved by state regulators, developed power costs for rate case filings, provided expert witness and testimony in contested proceedings, worked with municipal governments and committees to create power procurement strategies, prepared and reviewed power plant financial proformas including hydro, solar, wind, biomass and fossil fuel power plants, managed power cost including buying and selling power to optimize portfolios, prepared market studies, analyzed and implemented special contracts, performed asset valuations and other components of successful utility and power purchasing programs and operations. Ms. Richards is an expert in power portfolio management and has worked effectively with municipal and state leaders in developing generation projects.

Ms. Richards has a Master of Science in Business from Saint Michaels College, and a Bachelor of Science degree in mathematics and economics from Union College. She also holds a Risk Management certification from the Insurance Institute of America.

RECENT AND RELEVANT EXPERIENCE

Power Procurement, Transactions, Commerce & Planning

- Advisor to Washington Electric Cooperative (WEC) in a multitude of power supply related matters and portfolio management practices. Lead and evaluated WEC's participation in a 26-year contract with Hydro Quebec (HQ). Provided contract review, portfolio analysis, economic modeling, and market price forecast simulation to assist WEC in its decision making to enter a long term contract with HQ. Also provided expert testimony and acted as a witness in regulatory proceedings to obtain approval of contract. Perform bill verification, review ISO-NE bidding practices of load and resources, and prepare annual power cost budget. Provide WEC with renewable portfolio market intelligence and REC market sales strategies to maximize the value of its RECs.
- Power supply manager for Woodsville Water and Light Department. Manage and review load and resource charges. Provide bill verification, annual budgeting, and monthly reporting functions. Assisted in Woodsville's negotiation of transmission agreements and working to identify and secure long-term, stably priced contracts to serve its load needs long term.

- Participated in securing hedging transactions on behalf of Amtrak for its load in the PJM power pool part of a multi-year strategy that has saved Amtrak millions of dollars supplying its electrified Northeast Corridor train and station service, while stabilizing costs.
- Prepared, defended and achieved regulatory approval for several integrated resource plans for municipal electric utilities in Vermont, pursuant to Public Service Board regulations and Vermont 20-Year Electric Plan guidelines.
- Lead energy advisor to the City of Salem, Massachusetts in its review of the future operation of 740 MW Salem Harbor power station. Analysis will inform the City of Salem leaders as to the possible necessity of the current and future power plant operation at the site. Evaluation includes review of ISO-NE's reliability assessments related to the greater Boston area, transmission system upgrades, FCM market participation, and feasibility of the site to host other generation.

Financial & Valuation

- Acted as a lead advisor and provided analysis to the Vermont System Planning Committee in a study of potential for combined heat and power (CHP) and customer sited generation for the State of Vermont. Estimated the economic and technical potential within 16 load zones to develop various CHP technologies, wind, solar, and farm methane power projects which could be sited at customer premises. Developed cost effectiveness testing of various technologies, estimated the amount of kW and kWh potential that could be achieved throughout the state using various fuel costs, technology costs, and avoided utility costs.
- Reviewed and evaluated financial proformas of numerous generating facilities including biomass plants, natural gas, wind, and solar projects.
- Prepared economic modeling and evaluation of a 40 MW peaking project in Swanton, Vermont on behalf of Vermont Public Power Supply Authority. Created testimony and provided analysis that resulted in the approval of the project by the Vermont Public Service Board and ultimate construction and commissioning of the plant.
- Enrolled large power plant project in the ISO-NE as a new generator and led all facets of market participation for the generator including clearing in the FCM markets, enrollment as a Black Start unit, clearing of the FRM market, and daily bidding into the energy markets.

Rates, Tariffs, Special Contracts

- Prepared power cost related analysis and led the Vermont Public Power Supply Authority through approximately 20 rate case filings in which all filings were approved by the Vermont Public Service Board.
- Participated in efforts to develop an open access transmission tariff for the Village of Swanton. Created and edited OATT tariff to accommodate Swanton's needs, reviewed calculations of rates, and filed with the Vermont Public Service Board.
- Drafted and negotiated various transmission contracts with large investor owned utility on behalf of a municipal utility for local and regional service and transmission billing. The contracts cleared up a backlog of past charges and instituted a fair and equitable service agreement between both parties.

EMPLOYMENT HISTORY

La Capra Associates, Inc.
Senior Consultant

Boston, MA
Mar 2010 – Present

Vermont Public Power Supply Authority
Director of Power Supply & Transmission

Waterbury Center, Vermont
Jan 2007 – Mar 2010

South Burlington School District
Business and Operations Manager

South Burlington, Vermont
Jun 2006 – Oct 2006

Burlington Electric Department
Director of Resource Planning
Demand Side Management Evaluator & Planner
Insurance & Benefits Analyst

Burlington, Vermont
Apr 1998 – Jun 2006
Mar 1994 – Apr 1998
Feb 1989 – Mar 1994

Prudential Insurance Company of America,
Actuarial Program (Executive Management Training Program)

Newark, New Jersey
Aug 1986 – Jul 1988

PROFESSIONAL ASSOCIATIONS AND BOARDS

Vermont Clean Energy Development Fund – *Investment Committee, Chair*

Sigma Beta Delta – *International Honor Society in Business, Management, and Administration*

Vermont Electric Power Producers Inc. – *Board of Directors, Vice President*

Renewable Energy Vermont – *Board of Directors*

Insurance Institute of America – *Associate in Risk Management*

Northeast Public Power Association Insurance Group – *Chair*

EDUCATION

Saint Michael's College

Master of Science in Business Administration and Management

Colchester, Vermont
2008

Sigma Beta Delta – *International Honor Society in Business*

Thesis: *Vermont Electric Industry Renewable Energy Goal: 25% Renewable by 2025 – Is it Attainable?*

Insurance Institute of America

Associate in Risk Management (ARM), Insurance Institute of America

Malvern, Pennsylvania
1992

Union College

Bachelor of Science – Mathematics/Economics

Schenectady, New York
1986

Bijoy Chatt, Ph.D.

Senior Consultant

Bijoy Chatt joined La Capra Associates as a Senior Consultant in 2010. He is an accomplished energy professional with over 20 years of experience in engineering, economic, financial and quantitative analysis for electric utility, oil & gas, consulting and manufacturing industries.

Dr. Chatt has expertise in economic generation dispatch modeling, transmission planning, generation and power system adequacy analyses; and has worked with New England, New York, Hydro Quebec (HQ), Maritime and SPP electric systems. Prior to joining La Capra Associates, he served as a Chief Transmission Analyst for NSTAR Electric and Gas Corporation, where he led a large transmission project for developing financial data and PPA strategy, and conducted several impact studies to support transmission business development strategies. Dr. Chatt was also Vice President of PetroTel, Inc., a private company providing consulting services relating to oil and gas exploration and development.

Dr. Chatt has expertise in market modeling and integrated resource planning. He has an M.B.A. in Finance from the University of Texas, a Ph.D. in Electrical Engineering from the University of Saskatchewan, and an M.S. and B.S. in Electrical Engineering. Dr. Chatt is also certified as a Professional Project Management (PMP) by the Project Management Institute.

SELECTED PROFESSIONAL EXPERIENCE

Market Modeling

- Modeled New England system with New York and Canadian ties, and conducted impact studies using PROSYM zonal dispatch model to determine market clearing price and LSE expense, and savings from energy and capacity due to power injection from Hydro Quebec. Developed financial data for the NSTAR-NU-HQ project.
- Developed an economic generation expansion plan with Wind, energy efficiency (EE), demand response (DR), biomass, combined cycle and other resources in conjunction with ISO-NE information. Modeled ancillary services. Applied RGGI adders.
- Conducted studies with price forecast for South Eastern Massachusetts (SEMA) upon upgrading of Boston import, and examined the saving of LSE expenses for expert testimony.
- Conducted Nodal studies including congestion analysis in Greater Boston and Lower SEMA.

Transmission and Non-Transmission Alternatives

- Examined the improvement upon SEMA short term upgrade of the Static VAR Compensation (SVC) system in Cape Cod.
- Led integrated resource planning, transmission planning and market modeling initiatives. Conducted several upgrade studies as a part of asset management. Analyzed FERC rules and market design, and their effect in transmission planning.
- Performed reliability studies involving voltage stability and reactive capability.

- Identified the transmission upgrades and reactive VAR requirements.
- Conducted dynamic stability studies with faults in 345 kV and 161 kV transmission systems.
- Provided engineering services involving load flow simulation studies, and identified the required capacitive voltage support during the different system loading conditions for electrical submersible pump (ESP) in oil exploration.
- Led a team in calculating the switching capacitor size and conducted switching transient studies using PSCAD.
- Analyzed the alternative power source and compared with transmission solution for oil field electrical infrastructure upgrade project in Russia. Developed the financial data, and performed the cost benefit analysis.

Renewable Energy

- Conducted Zonal study of Cape Wind with off-shore wind profile with various load following and regulation resources. Examined the effect of different transmission reliefs.
- Conducted Biomass Policy Study for New England.

Policy and Planning Analysis

- Worked with ISO's Power System Planning Committee (PSPC), and examined tie line benefit calculation methodology for HQ, NY and Maritime ties.
- Proposed an alternative tie-benefit methodology and presented in ISO stakeholder process.

Power Planning & Engineering

- Led a team to design and manufacture GPS based Digital Fault, Swing Recorder and SynchroPhasor for analyzing transmission system faults and system swing by monitoring phasor quantities. Worked with utility companies including TXU, FPL, AEP, TVA, BECO, BPA and Ontario Hydro.
- Created a new fault distance algorithm, and developed the software program.
- Established relationships with university and national laboratories to augment company's R&D.
- Created a new isolation device with high common mode rejection.
- Directly managed an engagement of \$2 million including selling, bidding and delivering the engineering services in Russia. Conducted asset valuation for oil fields.
- Analyzed long term studies with N-1-1 contingency and examined the cascading tripping.
- Conducted relay coordination studies, and identified special protection system.
- Examined deterministic transmission security and probabilistic adequacy model.

EMPLOYMENT HISTORY

La Capra Associates, Inc. <i>Senior Consultant</i>	Boston, MA 2009 – Present
NSTAR Gas and Electric Corporation <i>Program Director/Chief Analyst</i>	Westwood, MA Mar. 2008 – Nov. 2009
PetroTel, Inc. <i>Vice President</i>	Plano, TX 2004 – 2008
Great Plains Energy (Aquila/UtiliCorp) <i>Senior Director</i>	Kansas City, MO 1997 – 2004
Mehta Tech, Inc. <i>Director of Engineering</i>	Eldridge, IA 1993 – 1997

EDUCATION

Project Management Institute (PMI) <i>Project Management Professional (PMP)</i>	Newtown Square, PA
University of Texas <i>M.B.A. in Finance</i>	Dallas, TX
University of Saskatchewan <i>Ph.D. in Electrical Engineering</i>	Saskatoon, Canada
University of Saskatchewan <i>M.S. in Electrical Engineering</i>	Saskatoon, Canada
National Institute of Technology <i>B.S. in Electrical Engineering</i>	India

PROFESSIONAL AFFILIATIONS

- IEEE- Senior Member
- Past Vice Chair, Project Management Institute
- Member, IEEE Standard making subcommittee in Power System Relaying Committee

AWARDS

- NSTAR's Barnstable Static VAR Compensation System Achievement Award.
- Recipient of University Gold Medal for Highest Academic Standing at National Institute of Technology, India
- University of Saskatchewan Outstanding Graduate Scholar.

RELEVANT PAPERS & PUBLICATIONS

22 papers in Journals and Proceedings
(IEEE, CIGRE, IEE, IJGEI, Canadian Journal and International Conferences)

Recent Papers & Publications on Dispatch Model

1. *New England Energy and Transmission Systems, Present and Future with Canadian Hydro Power – Internal Publication*
2. *Optimal Dispatch Model for Biomass in New England Region– IEEE Transaction in Power System (submitted)*
3. *Modeling Energy Efficiency for Avoided Emission in New England Region, Prepared for International Journal of Global Energy Issue (IJGEI)*
4. *Off-shore Wind Dispatch Model with Load Following, Prepared for IEEE Transaction on Energy Conversion*
5. *Congestion Analysis using Nodal Dispatch Model- under preparation*
6. *Over 20 internal reports.*

Key Note

Key Panel Expert in Emerging Critical Issues and Technology in Electric Utility at Sandia National Lab, Report SAND97-1659.

<http://www.osti.gov/bridge/servlets/purl/570076-7JeiOn/webviewable/570076.pdf>

Best-in Class Process Development - Executive Mindshare, Harvard Business School of Management, Cambridge, MA, 1997.

Melissa Whitten

Consultant

Melissa Whitten, one of our Consultants, joined La Capra Associates in 2009 with more than 25 years of experience in energy management and energy and financial consulting. Her work experience includes six years as Director of Gas Supply, Transportation and Storage for a progressive, fast-growing natural gas utility in the Northwest, plus several years with a major electric utility in the Boston area and an early pioneer in independent power project development. She has significant experience in supply, transportation and storage management, including supplier evaluation and selection through reverse auction and one-on-one contract negotiations, contract portfolio optimization, and commercial and industrial target market development. She also has done project consulting research in the areas of employment, output, price and interest rate forecasting and cogeneration project feasibility, as well as lending risk and M&A analyses of depository institutions for the corporate finance sector.

PROFESSIONAL EXPERIENCE

- Managed short- and long- term supply, transportation and storage contracts and innovative peak sharing services for \$100 million portfolio.
- Identified, qualified and selected US and Canadian vendors for supply from four major natural gas supply basins across the US and Canada
- Conducted annual RFPs for natural gas supply and carried out one-on-one negotiations for supply, transportation and storage assets, including utility and industrial customers
- Awarded and monitored contracts, holding accounting and financial responsibility for performance through contract close
- Optimized portfolio performance, renegotiating existing and structuring new supply contracts, as well as storage and pipeline capacity release to offset firm contract costs and recover incremental value for ratepayers
- Analyzed impact of unconventional gas supplies, including shale gas and coal bed methane, and associated necessary expansion of gathering and transmission facilities on the delivered cost of gas supply to the Northeast region in general and New England markets in particular.
- Evaluated impact of proposed new pipeline rate structures and expansion plans, participating in shipper interest groups to achieve operations and settlement objectives
- Negotiated customized long-term contracts with industrial customers under intense non-regulated competition, to obtain more efficient energy utilization plans through procurement
- Evaluated natural gas supply and transportation options for power projects and utilities.
- Evaluated potential sites for independent power projects, cogeneration feasibility study for mid-sized industrial.
- Supervised two staff members and coordinated team of daily gas schedulers.

Testimony Submitted:

- Before FERC in Northwest Pipeline rate case analysis of benefits of postage stamp rate and conjunctive billing rights.
- Before Texas Railroad Commission regarding optimization of supply portfolio and use of financial hedging, in opposition to utility filed rate increase for municipal customers.
- Testified before the Massachusetts Department Public Utilities on gas margins sharing policy.
- Testified on supply planning as part of request for approval of local distribution company Integrated Resource Plan in two state jurisdictions.

EMPLOYMENT HISTORY

La Capra Associates, Inc. <i>Consultant</i>	Boston, MA 2009 – Present
EMDEC Energy Management Decisions <i>Consultant</i>	Hopkinton, MA 2000 – 2001
Cascade Natural Gas Corporation <i>Director, Gas Supply, Transportation & Storage</i>	Seattle, WA 1993-1999
J. Makowski Associates, Inc. <i>Senior Associate</i>	Boston, MA 1990 -1993
Boston Edison Company (now NStar) <i>Forecast and Budget Analyst</i>	Boston, MA 1987 -1988
Applied Expert Systems <i>Analyst/ Developer</i>	Cambridge, MA 1986 -1987
Data Resources Inc. (now Global Insight) <i>Senior Economist</i>	Lexington, MA 1980 -1986

EDUCATION:

University of Rochester <i>Wm. E. Simon Graduate School of Business</i> <i>M.B.A. Finance and Information Systems</i>	Rochester, NY 1993
University of Massachusetts <i>B.A. Economics</i>	Boston, MA 1979

OTHER:

Econometric modeling, finance and economic policy, systems and database design and management. Member of Northeast Energy and Commerce Association (NECA) Finance, Fuels, Power Markets, and Renewable Energy committees. Past member of Pacific Coast Gas Association.

Dan Koehler

Analyst

Dan Koehler joined La Capra Associates as an Analyst in early 2010. He is an integral part of the firm's Renewable Energy Policy and Markets team; and is a member of our Market Analytics team responsible for maintaining and running La Capra Associates' wholesale electricity market model. Mr. Koehler also provides research and analysis support for various power markets and utility regulation projects.

Mr. Koehler has a background in economics and math, and received his Master's Degree in Public Policy & Management from the University of Southern Maine.

SELECTED PROFESSIONAL EXPERIENCE

- Maintains and runs La Capra Associates' Electric Market Model which is used to support the analysis for numerous client projects. These duties include monitoring and updating New England and New York's generic and renewable generation additions and retirements; and fuel price forecasts.
- Spearheaded a collaborative effort by a group of academic and government researchers to model biomass electricity potential in North Carolina.
- Participated on a team that is modeling, analyzing and preparing a report on the impact of a Renewable Energy and Energy Efficiency Portfolio Standard in North Carolina.
- Manages database for New England and New York renewable energy projects.
- Maintains specialized knowledge of New England renewable regulations including the Massachusetts Green Communities Act (2008) and state RPS rules.
- Monitors and maintains historical REC prices and futures price curves for New England.
- Monitors developments in the environmental regulation of electric generating units.
- Generates quarterly memo on the status of the New England REC market for a Vermont electric cooperative.
- Analyzed the application of a Utah utility for approval of a significant energy resource addition, and assisted with drafting testimony on behalf of the Division of Public Utilities.
- Analyzed the merger application of Duke and Progress, and assisted with drafting testimony on behalf of environmental organizations intervening in the North Carolina and South Carolina Commission proceedings.
- Assisted with developing and drafting an Integrated Resource Plan for a Vermont utility.
- Assisted with analysis and testimony on behalf of Public Staff of the Arkansas Public Service Commission in the case of a large utility deciding which RTO to join.
- Worked with a team to develop testimony in several electric rate cases on behalf of the Wisconsin Citizens Utility Board.
- Analyzed an application for approval of a major environmental retrofit of a coal-fired generation plant and assisted with developing expert testimony in front of the North Dakota Public Service Commission.

RECENT EMPLOYMENT HISTORY

La Capra Associates, Inc.
Analyst

Boston, MA
2010 – Present

Kennebec Valley Organization
Founding Director

Waterville, ME
2003 – 2009

EDUCATION

University of Southern Maine
Master of Public Policy and Management

Portland, ME
2011

Yale University
BA with Major in Applied Mathematics

New Haven, CT
2000

AWARDS

University of Southern Maine
Best Capstone Project Award for “Discrete Choice Modeling Application to E-ZPass Use”
Invited into Phi Kappa Phi (top 10%) and Golden Key Honor Societies

Yale University
Cum Laude
Distinction in Major for Senior Project, “An Econometric Model of School Choice”
Lawton Calhoun Cup

APPENDIX C

La Capra Associates

REQUIRED FORMS

- *Purchasing Affidavit*
- *Signed Request for Quotation Form*
- *Consulting Bid Form*

RFQ No. PSC 12530STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

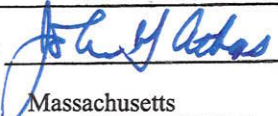
DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation claim, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Vendor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county, city, municipality; county board of education; any instrumentality established by a county or municipality; any rate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor or by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest in the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

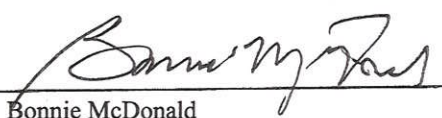
EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATUREVendor's Name: La Capra Associates, Inc.Authorized Signature:  John G. Athas Date: 2/16/2012City of Massachusetts TreasurerCounty of Suffolk, to-wit:I, John G. Athas, do hereby certify, on behalf of the undersigned, that the above information is true and correct, and I, the undersigned, do hereby swear to the truth of the foregoing.My commission expires January 30th, 2015.

X SEAL HERE

NOTARY PUBLIC


Bonnie McDonald



State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER

PSC12530

PAGE

3

ADDRESS CORRESPONDENCE TO ATTENTION OF:

FRANK WHITTAKER
304-558-2316

RFQ COPY
TYPE NAME/ADDRESS HERE

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PUBLIC SERVICE COMMISSION
201 BROOKS STREET

CHARLESTON, WV
25301

340-0323

PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
25/2012				

DATE: 02/15/2012 BID OPENING TIME 01:30PM

QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
NOTICE					
A SIGNED BID MUST BE SUBMITTED TO:					
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130					
THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:					
SEALED BID					
BUYER:			44		
RFQ. NO.:			PSC12530		
BID OPENING DATE:			02/15/2012		
BID OPENING TIME:			01/30/2012		
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:					

CONTACT PERSON (PLEASE PRINT CLEARLY):					

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

John G. Athas

John G. Athas

TELEPHONE 617-778-5515

DATE February 15, 2012

irer

FEIN 04-3577380

ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

PSC12530 - CONSULTING BID FORM			
Employee/Title	Not to Exceed Number of Hours*	Hourly Rate	Extended Price
Dan Peaco/President		\$	\$
Richard Hahn/Principal Consultant	See Section VII ("Budget") in Proposal	\$	\$
John Athas/Principal Consultant	for proposed budget detail.	\$	\$
Patty Richards/Senior Consultant		\$	\$
Melissa Whitten/Consultant		\$	\$
		\$	\$
Total			\$ 395,000.00

Bidder / Vendor Information:

Name: La Capra Associates, Inc.

Address: One Washington Mall, 9th Floor

Boston, MA 02108

Phone #: 617-778-5515

Email Address: bmcDonald@lacapra.com

Contact Coordinator Information:

Name: Bonnie McDonald

Address: One Washington Mall, 9th Floor

Boston, MA 02108

Phone #: 617-778-5515, ext. 133

Email Address: bmcDonald@lacapra.com

The Consultant will not be reimbursed for hours that exceed the total hours for each Employee/Title

APPENDIX D

La Capra Associates

BUDGET

West Virginia Consumer Advocate Division
RFQ No. PSC12539 Request for Consultant to conduct an Integrated Resource Plan
La Capra Associates
PROJECT BUDGET ESTIMATE
PROPOSED WORK PLAN - February 29, 2012

La Capra Associates - INDEPENDENT IRP Creating an IRP for APCo, WPCo and Merged Companies		Labor Budget Estimate
Task 1. Review West Virginia Policies, Regulations and Statutes governing electric utility resource planning		\$3,330
Task 2. Review most current IRP or resource planning filings for APCo/WPCo, especially APCo Filing in Virginia		\$12,720
Task 3. Meeting with CAD		\$3,650
Task 4. Issue Discovery		\$9,940
Task 5. Independent IRP & Establish Resource Plan for APCo		\$122,415
5.1 Data acquisition from utilities		\$10,770
5.2 Develop Load Forecast, create models & define inputs		\$13,565
5.3 Evaluate and Define Generation Options: Supply Side Resource Buildout		\$14,520
5.4 Evaluate and Define Generic Demand Side Resource Options		\$12,850
5.5 Evaluate Transmission System Assumptions & Options		\$10,810
5.6 Calibrate Models, Establish Analytics & Metrics for Market & Risk Modeling		\$27,600
5.7 Analyze Alternative Resource Portfolios, Scenario & Risk Analysis		\$12,970
5.8 Define & model Portfolio of Choice: finalize costs & other attributes		\$19,330
Task 6. Establish Resource Plan for WPCo		\$65,070
6.1 Review available projections of WPCo portfolio costs		\$4,330
6.2 Project Full Requirements Service from the market, AEP-East, OpCos		\$10,660
6.3 Request & review additional data needed from utilities		\$5,730
6.4 Develop Load Forecast, create models & define inputs		\$6,445
6.5 Evaluate and Define Generation Options: Supply Side Resource Buildout		\$7,260
6.6 Evaluate and Define Generic Demand Side Resource Options		\$9,090
6.7 Evaluate Transmission System Assumptions & Options, incl wheeling cost		\$5,405
6.8 Analyze Alternative Resource Portfolios, Scenario & Risk Analysis		\$6,485
6.9 Define & model Portfolio of Choice: finalize costs & other attributes		\$9,665
Task 7. Establish Resource Plan for Merged WPCo / APCo		\$37,995
7.1 Establish forecast for energy, demand and capacity requirements		\$930
7.2 Establish existing resource base		\$8,465
7.3 Adjust APCo IRP supply & demand side options - additions/deletions		\$6,870
7.4 Establish alternative resource portfolios		\$5,580
7.5 Analyze Alternative Resource Portfolios, Scenario & Risk Analysis		\$6,485
7.6 Define & model Merged Portfolio of Choice: finalize costs & other attributes		\$9,665
Task 8. Assess Impact of Portfolios Relative to Interconnection Agreement with other AEP OpCos		\$7,130
Task 9. Determination of Merger Cost Impacts		\$6,290
Task 10. Presentation of Findings to CAD		\$21,370
10.1 Prepare presentation		\$17,510
10.2 Present results via a WebEx to CAD		\$3,860
Task 11. Follow-Up Analysis		\$6,285
11.1 Analysis		\$5,450
11.2 Revise Resource Plans		\$835
Task 12. Produce IRP Report		\$39,590
12.1 Drafting		\$36,520
12.2 Producing Final Reports		\$3,070
Task 13. Produce Testimony		\$16,900
13.1 Draft Testimony		\$14,020
13.2 Finalize Testimony		\$2,880
Task 14. Support CAD in Regulatory Proceeding		\$6,000
14.1 CAD Cross Examination support of other Witnessa		\$3,860
14.2 Follow-up CAD filings, briefs etc.		\$2,140
Task 15. Provide Expert Testimony		\$16,800
15.1 Preparation		\$8,400
15.2 Testify in West Virginia		\$8,400
Per Diem		\$350
Travel		\$4,800
Lodging		\$2,400
Total Hours		
Total Labor		\$375,485
Total Expenses		\$7,550
Proposed Not to Exceed Budget = \$395,000		TOTAL \$383,035

West Virginia Consumer Advocate Division
RFQ No. PSC12539
Request for Consultant to conduct an Integrated
Resource Plan

La Capra Associates
PROJECT LABOR HOURS ESTIMATE
PROPOSED WORK PLAN - February 29, 2012

La Capra Associates - INDEPENDENT IRP Creating an IRP for APCo, WPCo and Merged Companies		Total Hours
<u>President</u>		
	Dan Peaco	143
<u>Principal Consultants</u>		
	John Athas	230
	Richard Hahn	130
<u>Senior Consultants</u>		
	Patty Richards	386
	Bijoy Chatt	152
	Doug A. Smith	129
<u>Consultants</u>		
	Melissa Whitten	324
	Elizabeth Quinlan	46
<u>Analyst</u>		
	Dan Koehler	480
<u>Support</u>		
	Administrative	12
	Total Hours	2032

RFQ No. PSC 12530STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATUREVendor's Name: La Capra Associates, Inc.Authorized Signature: 

John G. Athas

Date: 2/16/2012

Treasurer

State of MassachusettsCounty of Suffolk, to-wit:Taken, subscribed, and sworn to before me this 16th day of February, 2012.My Commission expires January 30th, 2015.

AFFIX SEAL HERE

NOTARY PUBLIC


Bonnie McDonald



State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
PSC12530

PAGE
3

ADDRESS CORRESPONDENCE TO ATTENTION OF:
FRANK WHITTAKER 304-558-2316

RFQ COPY
TYPE NAME/ADDRESS HERE

PUBLIC SERVICE COMMISSION
201 BROOKS STREET

CHARLESTON, WV
25301 340-0323

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/25/2012				

BID OPENING DATE: 02/15/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
NOTICE						
A SIGNED BID MUST BE SUBMITTED TO:						
DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130						
THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:						
SEALED BID						
BUYER: 44						
RFQ. NO.: PSC12530						
BID OPENING DATE: 02/15/2012						
BID OPENING TIME: 01/30/2012						
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:						

CONTACT PERSON (PLEASE PRINT CLEARLY):						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	John G. Athas	TELEPHONE	617-778-5515	DATE	February 15, 2012
TITLE	Treasurer	FEIN	04-3577380	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

PSC12530 - CONSULTING BID FORM			
Employee/Title	Not to Exceed Number of Hours*	Hourly Rate	Extended Price
Dan Peaco/President		\$	\$
Richard Hahn/Principal Consultant	See Section VII ("Budget") in Proposal		\$
John Athas/Principal Consultant	for proposed budget detail.		\$
Patty Richards/Senior Consultant		\$	\$
Melissa Whitten/Consultant		\$	\$
		\$	\$
		Total	\$ 395,000.00

Bidder / Vendor Information:

Name: La Capra Associates, Inc.

Address: One Washington Mall, 9th Floor

Boston, MA 02108

Phone #: 617-778-5515

Email Address: bmcDonald@lacapra.com

Contact Coordinator Information:

Name: Bonnie McDonald

Address: One Washington Mall, 9th Floor

Boston, MA 02108

Phone #: 617-778-5515, ext. 133

Email Address: bmcDonald@lacapra.com

The Consultant will not be reimbursed for hours that exceed the total hours for each Employee/Title