

Application Type:  Initial Application

Renewal- Provide Docket No. A-2010- 2160123

**BEFORE THE PENNSYLVANIA PUBLIC UTILITY COMMISSION**

Application of Applied Energy Group, d/b/a \_\_\_\_\_, for registration as a Conservation Service Provider ("CSP") in the Commonwealth of Pennsylvania.

To the Pennsylvania Public Utility Commission:

1. **IDENTITY OF THE APPLICANT:** The legal name, address, telephone number, FAX number and email address of the Applicant are:

Applied Energy Group, Inc 1377 Motor Pkwy Suite 401 Islandia, NY 11749 / 631-434-1414  
631-434-1212

Please identify any predecessor(s) of the Applicant and provide other names under which the Applicant has operated as a CSP within the preceding five (5) years, including name, address, and telephone number.

2. **CONTACT PERSON:** The name, title, address, telephone number, FAX number and email address of the person to whom questions about this Application should be addressed are:

Timothy Maslak / 631-434-1414 /  
631-434-1212

tmaslak@appliedenergygroup.com

3. **REGISTERED AGENT:** If the Applicant does not maintain a principal office in the Commonwealth, the required name, address, telephone number and FAX number of the Applicant's Registered Agent in the Commonwealth are:

4. **FICTITIOUS NAME:** (select and complete appropriate statement)

The Applicant will be using a fictitious name or doing business as ("d/b/a"):

Provide proof of compliance with appropriate Pennsylvania Department of State filing requirements.

or

The Applicant will not be using a fictitious name.

5. **BUSINESS ENTITY AND DEPARTMENT OF STATE FILINGS:** (select and complete appropriate statement)

The Applicant is a sole proprietor.

If the Applicant is located outside the Commonwealth, provide proof of compliance with 15 Pa. C.S. §4124 relating to Department of State filing requirements.

or

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The Applicant is a:

- domestic general partnership (\*)
- domestic limited partnership (15 Pa. C.S. §8511)
- foreign general or limited partnership (15 Pa. C.S. §4124)
- domestic limited liability partnership (15 Pa. C.S. §8201)
- foreign limited liability general partnership (15 Pa. C.S. §8211)
- foreign limited liability limited partnership (15 Pa. C.S. §8211)

Provide proof of compliance with appropriate Department of State filing requirements as indicated above. Please attach a copy of the proof of compliance to the Application.

Give name, d/b/a, and address of partners. If any partner is not an individual, identify the business nature of the partner entity and identify its partners or officers.

\* If a corporate partner in the Applicant's domestic partnership is not domiciled in Pennsylvania, attach a copy of the Applicant's Department of State filing pursuant to 15 Pa. C.S. §4124.

or

The Applicant is a:

- domestic corporation (none)
- foreign corporation (15 Pa. C.S. §4124)
- domestic limited liability company (15 Pa. C.S. §8913)
- foreign limited liability company (15 Pa. C.S. §8981)
- Other \_\_\_\_\_

Provide proof of compliance with appropriate Department of State filing requirements as indicated above. Please attach a copy of the proof of compliance to the Application. Additionally, provide a copy of the Applicant's Articles of Incorporation.

Give name, title, telephone number and address of officers, partners or directors.

The Applicant is incorporated in the state of Delaware.

6. **AFFILIATES AND PREDECESSORS WITHIN PENNSYLVANIA:** (select and complete appropriate statement)

Affiliate(s) of the Applicant doing business in Pennsylvania as a CSP or an electric distribution company ("EDC") are:

Give name and address of the affiliate(s).

7. **APPLICANT'S PRESENT OPERATIONS:** (select and complete the appropriate statement)

The Applicant is presently doing business in Pennsylvania as a

Describe nature of business.

or

The Applicant is not presently doing business in Pennsylvania.

8. **APPLICANT'S PROPOSED OPERATIONS**

Describe the type(s) of services that the Applicant is able to provide to an EDC, the EDCs the Applicant is able to serve, and the types of energy efficiency and conservation measures on which the Applicant can provide information and technical assistance to an EDC.

9. **TAXATION:** Complete the TAX CERTIFICATION STATEMENT attached as Appendix A to this application.

10. **COMPLIANCE:** State specifically whether the Applicant, an affiliate, a predecessor of either, or a person identified in this Application is currently under investigation for or has been convicted of a crime involving fraud, theft, larceny, deceit, violation of consumer protection law, violation of deceptive trade law or similar activity. Identify all proceedings, by name, subject and citation, dealing with business operations, in the last three (3) years, whether before an administrative body or in a judicial forum, in which the Applicant, an affiliate, a predecessor of either, or a person identified herein has been a defendant or a respondent. Provide a statement as to the resolution or present status of any such proceedings.

11. **DELINQUENCY:** State specifically whether the Applicant, an affiliate, or a predecessor of either is currently delinquent with any taxing authority in Pennsylvania.

12. **BANKRUPTCY:** Identify all bankruptcy or liquidation proceedings for prior three years. Provide a statement as to the resolution or present status of any such proceedings.

13. **CUSTOMER COMPLAINTS:** Identify all customer complaints filed with a regulatory or prosecutory agency for prior three years. Provide a statement as to the resolution or present status of any complaints.

14. **FINANCIAL RESPONSIBILITY:**

A. Applicant shall provide sufficient information to demonstrate financial responsibility commensurate with the service proposed to be provided. Examples of such information which may be submitted include the following:

- Organizational structure including parent, affiliated or subsidiary companies.
- Published parent company financial and credit information.
- A description of the types and amounts of insurance carried by Applicant.

B. Applicant must provide the following information:

- Identify Applicant's principal officers (owners, executives, partners and/or directors, as appropriate for organizational structure, including names, titles, business addresses, telephone numbers and their professional resumes.

15. **TECHNICAL FITNESS:** To ensure that the present quality and availability of service provided by electric utilities does not deteriorate, the Applicant shall provide sufficient information to demonstrate technical fitness commensurate with the service proposed to be provided. Examples of such information which may be submitted include the following:

- The identity of the Applicant's management directly responsible for operations, including names, titles, business addresses, telephone numbers and their professional resumes.
- Copies of any certification(s) or similar documentation that would demonstrate technical fitness, such as membership in a trade association.

16. **FALSIFICATION:** The Applicant understands that the making of false statement(s) herein may be grounds for denying the Application or, if later discovered, for revoking any authority granted pursuant to the Application. This Application is subject to 18 Pa. C.S. §§4903 and 4904, relating to perjury and falsification in official matters.

17. **FEE:** The Applicant has enclosed the appropriate fee:

For an initial application the Applicant has enclosed the required fee of \$125 payable to the Commonwealth of Pennsylvania.

OR

For a renewal application the Applicant has enclosed the required fee of \$25 payable to the Commonwealth of Pennsylvania.

Applicant: Applied Energy Group

By: \_\_\_\_\_

Title: President

### AFFIDAVIT

[Commonwealth/State] of New York :

: ss.

County of Suffolk :

Michael Marks, Affiant, being duly [sworn/affirmed] according to law, deposes and says that:

[He/she is the President (Office of Affiant) of Applied Energy Group (Name of Applicant);] (AEG)

[That he/she is authorized to and does make this affidavit for said Applicant;]

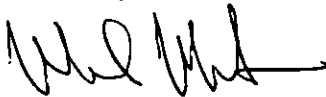
That the Applicant herein AEG has the burden of producing information and supporting documentation demonstrating its technical and financial fitness to be registered as a conservation service provider pursuant to Act 129 of 2008.

That the Applicant herein AEG has answered the questions on the application correctly, truthfully, and completely and provided supporting documentation as required.

That the Applicant herein AEG acknowledges that it is under a duty to update information provided in answer to questions on this application and contained in supporting documents.

That the Applicant herein AEG acknowledges that it is under a duty to supplement information provided in answer to questions on this application and contained in supporting documents as requested by the Commission.

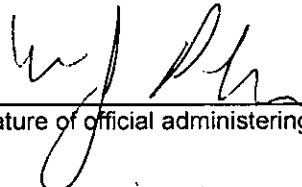
That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief, and that he/she expects said Applicant to be able to prove the same at hearing.



Signature of Affiant

Sworn and subscribed before me this 4th day of May, 2012.

LESLIE J. PLANK  
Notary Public, State of New York  
No. 01PL6149453  
Qualified in Suffolk County  
Commission Expires July 10, 2014



Signature of official administering oath

My commission expires 7/10/14.

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### APPENDIX A

COMMONWEALTH OF PENNSYLVANIA  
PUBLIC UTILITY COMMISSION

### TAX CERTIFICATION STATEMENT

A completed Tax Certification Statement must accompany all applications for new registrations or renewals. Failure to provide the requested information and/or any outstanding state income, corporation, and sales (including failure to file or register) will cause your application to be rejected. If additional space is needed, please use white 8 1/2" x 11" paper. Type or print all information requested.

1. CORPORATE OR APPLICANT NAME Applied Energy Group	2. BUSINESS PHONE NO. (631) 434-1414 CONTACT PERSON(S) FOR TAX ACCOUNTS:
--	---

3. TRADE/FICTITIOUS NAME (IF ANY)

4. LICENSED ADDRESS (STREET, RURAL ROUTE, P.O. BOX NO.) (POST OFFICE) STATE (ZIP)  
1377 Motor Pkwy Suite 401 Islandia, NY 11749

5. TYPE OF ENTITY  SOLE PROPRIETOR  PARTNERSHIP  CORPORATION

8. LIST OWNER(S), GENERAL PARTNERS, OR CORPORATE OFFICER(S)

NAME (PRINT) Michael Marks	SOCIAL SECURITY NUMBER (OPTIONAL)
NAME (PRINT) Bruce Humenik	SOCIAL SECURITY NUMBER (OPTIONAL)
NAME (PRINT) Ralph Nigro	SOCIAL SECURITY NUMBER (OPTIONAL)
NAME (PRINT) Robert Oberler	SOCIAL SECURITY NUMBER (OPTIONAL)
NAME (PRINT)	SOCIAL SECURITY NUMBER (OPTIONAL)

9. LIST THE FOLLOWING STATE TAX IDENTIFICATION NUMBERS. (ALL ITEMS: A, B, AND C MUST BE COMPLETED)

A. SALES TAX LICENSE (8 DIGITS) [ ] [ ] - [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] APPLICATION PENDING <input type="checkbox"/> N/A <input checked="" type="checkbox"/>	C. CORPORATE BOX NUMBER (7 DIGITS) [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] APPLICATION PENDING <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
B. EMPLOYER ID (EIN) (9 DIGITS) 1 3 - 3 1 2 3 0 4 3 APPLICATION PENDING <input type="checkbox"/> N/A <input type="checkbox"/>	

10. Do you have PA employees either resident or non-resident?  YES  NO  
11. Do you own any assets or have an office in PA?  YES  NO

NAME AND PHONE NUMBER OF PERSON(S) RESPONSIBLE FOR FILING TAX RETURNS

PA SALES AND USE TAX	EMPLOYER TAXES	H.S Pomerantz & CO. CORPORATE TAXES 212-683-7343
PHONE	PHONE	PHONE

You can contact the Pennsylvania Department of Revenue at the following numbers: (717) 787-1064 or

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☎DD# (800) 447-3020 for further information about tax identification numbers!

**Applied Energy Group, Inc.**

Response

**8. Proposed Operations**

Consulting Services for Pennsylvania utility company

**10. Compliance**

There are No current investigations or past investigations for Applied Energy Group, nor has there been any convictions or crime related activities for Applied Energy Group.

The Applicant, an affiliate, a predecessor of either, or a person identified in this Application is currently not under investigations and has not been convicted of a crime involving fraud, theft, larceny, deceit, violation of consumer protection law, violation of deceptive trade law or similar activity.

**11. Delinquency**

Applied Energy Group, an affiliate, or a predecessor of either is currently not delinquent with any taxing authority in Pennsylvania

**12. Bankruptcy**

Identify all bankruptcy or liquidation proceedings for prior three years. Provide a statement as to the resolution or present status of any such proceedings

Applied Energy Group has not had bankruptcy or liquidation proceedings.

**13. Customer Complaints**

Identify all customer complaints filed with a regulatory or prosecutory agency for prior three years. Provide a statement as to the resolution or present status of any complaints.

There have been no customer complaints

#### **14. Financial Responsibility**

- Organizational structure including parent, affiliated or subsidiary companies.
  - No affiliated or subsidiary companies
- Published parent company financial and credit information.  
Amereso, Co.
- A description of the types and amounts of insurance carried by Applicant.
  - Please see attached.

B. Applicant must provide the following information:

- Identify Applicant's principal officers (owners, executives, partners and/or directors, as appropriate for organizational structure, including names, titles, business addresses, telephone numbers and their professional resumes.
  - Please see attached.

#### **15. Technical Fitness**

Please see attached for Applicant's Management information

The AEG team has a long history of designing, implementing and evaluating specific energy efficiency, direct load control and renewable energy programs. These services include a variety of web based and other digital support services that leverage customer data to maximize program design and effectiveness.

AEG currently supports utilities, or has in the past, in all aspects of Demand Side Management and Demand Reduction programs, including:

- Program Design and Planning
- Program Implementation
- Process Design and Reengineering
- M&V Plan Development
- M&V services
- Tracking System Development and Hosting
- Energy Efficient Measures
- Program Evaluation
- Regulatory and Management Reporting

- Regulatory Joint Utility Working Groups (in New York, specifically the current EEPS working groups)

AEG has provided many of these services for, but not limited to:

- Aquila
- LILCO/LIPA
- KeySpan Energy
- Kansas City Power and Light
- Florida Power and Light
- Black Hills Energy
- El Paso Electric
- Baltimore Gas and Electric
- Con Edison
- Rochester Gas and Electric
- NYSEG
- NYPA



# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
03/05/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Aon Risk Services Northeast, Inc. Boston MA Office One Federal Street Boston MA 02110 USA	<b>CONTACT NAME:</b> PHONE (A/C. No. Ext): (866) 283-7122      FAX (A/C. No.): (847) 953-5390	
	<b>E-MAIL ADDRESS:</b>	
<b>INSURED</b> Applied Energy Group, Inc. 1377 Motor Parkway, Suite 401 Islandia NY 11749 USA	<b>INSURER A:</b> Wausau Business Insurance Company      26069	
	<b>INSURER B:</b> Continental Casualty Company      20443	
	<b>INSURER C:</b> National Fire Ins. Co. of Hartford      20478	
	<b>INSURER D:</b> Steadfast Insurance Company      26387	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**      **CERTIFICATE NUMBER:** 570045450699      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.      Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC			B4017360392	04/20/2011	04/20/2012	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
C	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			B4017360392	04/20/2011	04/20/2012	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			B4017360697 SIR applies per policy terms & conditions	04/20/2011	04/20/2012	EACH OCCURRENCE \$3,000,000 AGGREGATE \$3,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N N	WCK291449905011	07/19/2011	07/19/2012	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
D	E&O-ProfLiabPri			EOC669274301 SIR applies per policy terms & conditions	11/30/2011	11/30/2012	Agg/Occ \$2,000,000 Deductible \$100,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
Evidence of Insurance

SECRETARY'S OFFICE  
 2012 MAY 14  
 PAUL J. BREAU  
 59

<b>CERTIFICATE HOLDER</b> Applied Energy Group, Inc. 1377 Motor Parkway, Suite 401 Islandia NY 11749 USA	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Northeast, Inc.</i>
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Holder Identifier :

Certificate No. : 570045450699

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Marks,Michael

President

1377 Motor Parkway Suite 401

Islandia , NY 11749

631-881-7112

Rocco,Joseph

Assistant Vice President

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631-881-7115

Velcenbach,Paul

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Islandia , NY 11749

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Asst Vice President

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Asst. Vice Pres.

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Humenik,Bruce E

Sr Vice President

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Nigro,Ralph

Sr Vice President

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302 - 504-3071

Obeiter,Robert

Sr Vice President

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Phone 732-447-1355

Cusack,John

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Masiak,Timothy

Vice President

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Islandia , NY 11749

631-881-7116

Nathan,Susan

Vice President

2215 NE 107<sup>th</sup> Terrace

Kansas City, MO 64155

816 - 222-4452



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**MICHAEL S. MARKS**  
**President**

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I.A.P.U.C.  
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Mr. Marks has twenty-nine years of project management, technical analysis, management consulting, and decision-making experience in the electric and gas utility industries. His specializations are in the areas of demand side management program (DSM) planning, design, implementation, evaluation and regulatory compliance; statistical analysis; load forecasting; strategic issues consulting; and comparative economic studies.

Over the course of his consulting career, he has provided overall project management for many of AEG's largest consulting contracts including multi-million dollar projects and service to over 50 electric and gas utility clients, many of which have utilized his services for multiple projects on a long-term basis. Mr. Marks co-designed and co-managed the New York Power Authority's High Efficiency Lighting Program, which provided hundreds of millions of dollars in lighting retrofits for all of NYPA's downstate customers. Most recently, he has provided turnkey project management to Con Edison and LIPA on their residential and commercial CAC direct load control programs using Carrier Corporation's 2-way communication platform. He has also provided consulting services internationally for utilities in Canada, South Africa, Bermuda, and Thailand.

He has testified, developed strategies and cross examination, and supported other witnesses in utility regulatory cases. He has authored articles and delivered presentations on emerging utility-related issues in various industry conferences, and his education includes an M.A. in Applied Economics with advanced course work in reengineering, statistics, forecasting, energy services, and computer science.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	1982 - Present
<b>Stone &amp; Webster Management Consultants, Inc.</b>	1980 - 1981
<b>American Electric Power Service Corporation</b>	1979 - 1980

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**CURRENT POSITION**

Since 2004, Mr. Marks has been the President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to that, he served as Senior Vice President and AEG's Chief Operating Officer.

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**CONSULTING EXPERIENCE**

**Business Operations and Regulatory Support**

**Berkshire Gas**

- Develops econometric sales forecasts by rate class to support regulatory filings.
- Provides design day, design year, and cold snap analysis.
- Provided testimony and was an expert witness before the Massachusetts DTE.

**Connecticut Natural Gas (ongoing)**

- Provides econometric sales forecasts by rate class including the development of econometric annual gas sales and customer forecasts by class for resource planning and rate cases.
- Develops a separate regression based peak day analysis
- Provided expert testimony for rate case support.

**Southern Connecticut Gas (ongoing)**

- Provides econometric sales forecasts by rate class including the development of econometric annual gas sales and customer forecasts by class for resource planning and rate cases.
- Develops a separate regression based peak day analysis.
- Provided expert testimony for rate case support.

**Bermuda Electric Company**

- Developed annual econometric load forecasts for each class of service. Separate models were developed for customers and use per customer by service class.
- Created a peak demand forecast for both summer and winter peaks.

**El Paso Electric Company (EPEC)**

- Developed a business unit dedicated to key customer retention. The goal of this business unit is to develop innovative long-term rate contracts for many of EPE's key customers.
- Designed time-of-use rate design, indexing, marginal cost pricing, load factor targeting and other rate strategies.
- As Project Manager, negotiated and developed long term contracts directly with key customers on EPE's behalf.

**Other projects for following clients:**

Bermuda Electric Light Company Ltd. (BELCO)	New York Power Authority (NYPA)
Consolidated Edison Company of New York, Inc.	NYNEX Corporation
CINergy	Orange & Rockland Utilities
Day and Zimmerman, Inc.	Saudi Arabia
Electric Generating Authority of Thailand (EGAT)	South Carolina Pipeline Corporation
Freeport Electric	The Village of Rockville Centre
Iowa Power Company	Vanceburg Electric Light Heat & Power
Kansas City Power and Light Co. (KCP&L)	Vermont Gas
Kansas Gas and Electric Co. (KG&E)	Wellesley Municipal Light Plant
Long Island Lighting Company (LILCO)	Western Resources
Minnegasco	

**Program Design and Implementation Services**

**Peoples and North Shore Gas (ongoing)**

- Developed a 3-year energy efficiency plan in accordance with Illinois Senate Bill 1918.
- Provided expert testimony and regulatory support.
- Coordinated stakeholder meetings

**Black Hills Power (ongoing)**

- Developed a DSM portfolio based on achievable potential using primary and secondary data sources for the Company's Colorado electric utility in Pueblo.
- Provided DSM inputs for the Integrated Resource Plan.

**Energy East (ongoing)**

- Develops a gas and electric DSM portfolio (for NYSEG and RG&E) based on achievable potential using primary and secondary data sources for this large upstate New York combination utility.

**Minnesota Energy Resources (ongoing)**

- Currently responsible for the development of MERC's Conservation Improvement Program (CIP) filings for both People's Natural Gas and Northern Minnesota Utilities.
- Project tasks include program development and benefit-cost analyses.

- Responsibilities include coordination with utility and a presentation before public utility regulatory staff.

#### **Aquila**

- Responsible for the development of Aquila's Bi-Annual Conservation Improvement Program (CIP) filings for both People's Natural Gas and Northern Minnesota Utilities. Project tasks included program development and benefit-cost analyses.
- Coordinated with utility and presented before public utility regulatory staff

#### **Consolidated Edison Company of New York, Inc.**

- Provided turn-key project management, evaluation, customer service and regulatory support for Con Edison's residential and small commercial direct load control programs.
- To date, over 17,000 customers have had the Carrier Comfort Choice 2-way direct load control system installed on their air conditioning systems.

#### **Empire District**

- Retained by a Collaborated to develop a comprehensive electric DSM portfolio based on achievable potential using primary and secondary data sources for this Missouri electric utility.
- Provided all DSM inputs for an integrated Resource Plan.

#### **Kansas City Power & Light**

- Developed a DSM portfolio based on achievable potential using primary and secondary data sources for this Missouri and Kansas electric utility.
- Provided all DSM inputs for an integrated Resource Plan.

#### **Laclede Gas**

- Was retained by a Collaborative to develop a comprehensive gas DSM portfolio based on achievable potential using primary and secondary data sources for this large Missouri gas utility.

#### **Long Island Power Authority (LIPA)**

- Provided technical and project management support for LIPAedge.
- To date, over 25,000 customers have had the Carrier Comfort Choice 2-way direct load control system installed on their air conditioning systems, making this the largest deployment of this technology in the world.

#### **Midwest Energy**

- Developed a technical, economic and achievable potential study using primary and secondary data sources for this Kansas Cooperative.

#### **New York Power Authority (NYPA)**

- Worked as a full-time staff member over a two year period in a management role in NYPA's DSM group on a \$100 million dollar program which included a turnkey lighting retrofit program for large commercial and institutional customers throughout New York State. Responsibilities included program design, customer interface and supervision of all contractors. This program was and continues to be one of the largest DSM programs offered by a public authority in the United States.
- Worked with senior management on opportunities for diversification and franchise protection, with emphasis on the formation of an Energy Service Company.

#### **Sunflower Electric (ongoing)**

- In 2007 Developed a DSM portfolio based on achievable potential using primary and secondary data sources for this large Kansas Cooperative
- In 2010 was retain to update this study

#### **Other projects for following clients:**

Atlanta Gas Light Company (AGLC)  
 Bermuda Electric Light Company Ltd. (BELCO)  
 Detroit Edison Company  
 Iowa Power Company

Long Island Lighting Company  
 New York State Electric and Gas Corp.  
 Rochester Gas & Electric Corp.  
 Western Kentucky Gas

## Expert Testimony & Regulatory Support Assignments

- Served as a member on a number of panels which testified before the Department of Public Utility Control with responsibilities related to econometric forecasts that he prepared in support of specific rate cases for different utilities.
- Assisted in the preparation of direct testimony, rebuttal testimony, and cross-examination.
- Performed statistical analysis in support of testimony.
- Expert Testimony & Regulatory Support given to the following utilities:

Berkshire Gas Company	Keyspan
Commonwealth of Kentucky	Missouri Public Services
Connecticut Natural Gas Corporation	New Jersey Gas Utilities
El Paso Electric Company (EPEC)	South Carolina Pipeline
Empire District Electric Company	Southern Connecticut Gas
Integrus	Kansas City Power and Light Co. (KCP&L)
Texas Utilities	

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## AFFILIATIONS

International Institute of Forecasters                      The Association of Energy Engineers  
Association of Energy Services Professionals (AESP)      ASHRAE

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## RECENT ARTICLES & PUBLICATIONS

- “Load Management Panel” – presentation at the 2005 Itron Users Conference.
- “Results from Con Edison’s Small Business DLC Pilot” – presentation at the ALCA 2005 Spring Conference.
- “Energy Management Solutions” – presentation at the 2004 Itron Users Conference.
- “Small Commercial Customer Direct Load Control - It Works and It’s Cost Effective” – presentation at the 14th National Energy Services Conference & Exposition in 2003.
- “LIPA Air Conditioning Direct Load Control Program” – presentation at NYSERDA’s Price-Responsive Load Management conference in March, 2001.

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## EDUCATION

State University of New York at Binghamton, M.A., Applied Economics, 1979  
State University College of New York at Oswego, B.S., Mathematical Economics, 1977

### Academic Honors

Fellowship, SUNY Binghamton

### Advanced Education

- “Certificate of Mastery” in Reengineering from the Hammer Institute’s Center for Reengineering Leadership.
- Seminar in Box-Jenkins Time Series Analysis equivalent to the one-semester graduate level course. Seminar included the methodology and applications of Univariate Stochastic Models, Transfer Function Models, Multivariate Stochastic Models, Multivariate Transfer Function Models, and Intervention Analysis.
- Seminar on Lighting Design (Efficient Lighting Solutions) - 1990.
- Market training seminar for the New York ISO.

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**BRUCE E. HUMENIK**  
**Executive Vice President**

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Mr. Humenik has more than forty years of multi-disciplined management experience in the electric and gas utility industry. He has extensive expertise in the areas of strategic planning, renewable energy, demand side management, transmission planning, and project management.

He currently provides strategic consulting services in New York to Iberdrola, LIPA, and Consolidated Edison focused on energy efficiency and renewable technologies. He has also developed and implemented energy efficiency programs for the Village of Freeport and provided transmission planning services to the Village of Rockville Centre. Prior to joining AEG, Mr. Humenik held several positions at the Long Island Lighting Company (LILCO), including the Director of Energy Conservation Services. In this capacity, he was responsible for the implementation of efficiency programs covering all market sectors with total annual budgets of \$50M. Mr. Humenik has provided technical services to the Long Island Power Authority (LIPA) for the Long Island Offshore Wind Project and was a member of the New Jersey Board of Public Utilities Evaluation Team that selected a developer for their Offshore Wind Project.

Mr. Humenik holds a Bachelors Degree in Electrical Engineering from Manhattan College and an MBA from Long Island University.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	1995 – Present
<b>Long Island Lighting Company</b>	1970-1995

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**CURRENT POSITION**

Since 1995, Mr. Humenik has been Executive Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development.

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**CONSULTING EXPERIENCE**

**Renewable Energy and Distributed Generation**

**Iberdrola** (*ongoing*)

- Directs AEG services in support of Iberdrola's energy efficiency plan in response to the New York Energy Efficiency Portfolio Standard (EEPS) Proceeding. Responsibilities include day-to-day management of activities including strategic planning, program design, cost-benefit analysis, development of regulatory filings and information requests, data management and report planning, marketing and outreach plan development, RFP development, stakeholder meetings, and individual program management.
- Developed an administration services solution for call center outsourcing.
- Designed innovative block bidding programs for commercial customers.

**Long Island Power Authority** (*ongoing*)

- Directs AEG planning, design and implementation services in support of LIPA's Efficiency Long Island Initiative.
- Conducts wind resource assessment methodologies and customer incentive processes for LIPA's Small Wind program.
- Responsible for strategic planning and implementation activities for the ongoing \$35 million annual program to support increased renewable energy and energy conservation on Long Island.
- Developed marketing strategy and specific sector roll-out plans, monitor ongoing operations of implementation contractors and develop recommendations for improved operations
- Supports several other energy efficiency program initiatives on an ongoing basis.

**Bermuda Electric Light Company, Ltd.**

- Conducted an offshore wind park assessment for this island-based utility. This assessment includes the development of a wind map for Bermuda, a technical and economic analysis of alternatives, interconnection planning and a detailed review of the environmental issues to be addressed, and mitigation strategies for any potential impacts.
- Developed an energy services subsidiary to support island-wide economic development goals and avert uncontrolled growth in customer-owned cogeneration.
- Developed vendor/supplier service strategies and implemented screening and selection process.

**El Paso Electric Company (EPE)**

- Directed the design and implementation of start-up strategies for a new utility ESCO, including product/service identification, development of strategic ally partnerships, vendor negotiations, operational procedures, organizational restructuring, and training. Included General Manager responsibilities.
- Expanded business from Texas into New Mexico and Mexico.
- Provided day-to-day oversight of all strategic marketing and project management operations.
- Reengineered a major customer service process, improving customer response time by more than 50%.
- Directed the establishment of an energy services cooperative program for EPE's largest customers. Responsibilities included oversight of all program components including customer contact, contract execution, and coordination with system operations personnel.

**Freeport Light & Power**

- Designed an economic development plan for this large municipal electric company including attraction and retention strategies and services outside the normal scope of operations.
- Developed and implemented a target energy efficiency and demand side management initiatives for large commercial customers.

**New York Power Authority**

- Directed a segmented customer satisfaction survey and analysis for the nation's largest non-Federal public power organization.
- Developed recommendations for retaining "at-risk" customers and attracting new customers who will have a significant impact on the regional economy. Emphasis placed on the municipal and governmental sectors.

**The Village of Rockville Centre (RVC)/ LILCO Analysis**

- Directed responsibility for the analysis to determine how best to maintain and enhance RVC's capability to import low cost hydro-electric power through the LIPA system. Included design and oversight of a KeySpan study of T&D limitations and reinforcement alternatives, rate case strategy development, and regulator negotiations.

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**AFFILIATIONS**

Association of Energy Services Professionals (AESP)    American Wind Energy Association

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## EDUCATION

Long Island University, M.B.A., 1977  
Manhattan College, B.E.E., 1970

**TIMOTHY P. MASLAK**  
**Vice President**

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Mr. Maslak has over fifteen years of consulting experience in the electric and gas utility industries. He has an extensive background in quantitative and qualitative analysis, statistics, computer programming and networking, data warehousing initiatives, enterprise-wide software initiatives, and energy auditing and conservation analysis.

Mr. Maslak is responsible for all of AEG's IT infrastructure and Information Systems management. His responsibilities have included impact and process evaluation, billing analysis, market research, application development, business intelligence implementation, IT vendor selection and solution implementation, project planning, project management, internet initiatives, web site development, and network design and administration. Mr. Maslak is leading the development of Internet-based Value-Adding solutions for the Utility Industry in the deregulated marketplace. He has led the design and implementation of several custom workflow management systems for Con Edison, Long Island Power Authority, Aquila Energy, El Paso Electric, and Freeport Electric. Also, he was a staff auditor with BESCO, Bermuda Electric Light Company, Ltd.'s Energy Services Company, and has conducted extensive residential, small commercial, and large commercial audits on many of BELCO's largest customers. Additionally, Mr. Maslak has performed energy audits including metering-device installations and data analysis for Rochester Gas and Electric, Boston Edison Company, and Northeast Utilities, and provided a variety of similar services for, but not limited to, New York Power Authority, Long Island Lighting Company, Aquila, Con Edison, Atlanta Gas Light Company, Detroit Edison and Public Service Colorado.

Mr. Maslak has a Bachelor of Arts degree in Psychology from S.U.N.Y. at Buffalo. He has completed coursework in Novell Network System Administration, SAS Programming and Reporting, HTML and PERL programming, Project Management, and is a member of The Association of Energy Engineers.

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**PROFESSIONAL BACKGROUND**

**Applied Energy Group, Inc.**

1993 - Present

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**CURRENT POSITION**

Since 2005, Mr. Maslak has been Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development.

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**CONSULTING EXPERIENCE**

**Information Technology**

**Baltimore Gas and Electric (*ongoing*)**

- Implemented AEG's Vision DSM tracking system for the management of BG&E's full portfolio of Demand Side Management programs. System manages back office rebate processing and workflow, website content management, automated correspondence, measure
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tracking, online application intake, quality assurance and systems interfaces with third party implementation contractor systems.

**Delaware Sustainable Energy Utility** (*ongoing*)

- Implementing AEG's Vision DSM tracking system and AEG's IMS Portfolio Management System on behalf of the Delaware Energy Office for the management of its state-wide energy and water demand side management programs.

**Energy East** (*ongoing*)

- Implemented AEG's Vision DSM tracking system for the management of both RG&E and NYSEG's Demand Side Management programs. System manages back office rebate processing and workflow, website content management, automated correspondence, measure tracking, online application intake, quality assurance and systems interfaces with third party implementation contractor systems.

**FirstEnergy** (*ongoing*)

- Implementing AEG's Vision DSM tracking system for the management and regulatory reporting of the full portfolio of FirstEnergy DSM and Demand Reduction programs across all of the Pennsylvania, Ohio and New Jersey operating companies (7 utilities).

**ICF International** (*ongoing*)

- Implemented AEG's Vision DSM tracking system for the management of all ICF DSM program portfolio services, including, but not limited to Baltimore Gas and Electric, SMECO, Detroit Edison, Consumers Energy, Iberdrola RG&E, Iberdrola NYSEG, Delaware SEU, and others. ICF utilized AEG's Vision DSM as their enterprise-wide DSM tracking system, including back office rebate processing, workflow management, website content management, automated correspondence, measure tracking, online application intake, quality assurance and systems interfaces with third party implementation contractor systems, regulatory and ISO reporting.

**Long Island Power Authority** (*ongoing*)

- Performed a detailed Customer Information Technology Strategy study examining the functional requirements and system capabilities across the customer-facing organizational units. This study included comprehensive process mapping, potential vendor analysis and due diligence, and recommendations.
- Project Manager of the AEG team that is providing consulting services to the Long Island Power Authority as it implements the Siebel Customer Relationship Management system for the Electric Sales and Marketing organization. Responsibilities include:
  - Process review and improvement of the processes associate with all of the programs included in the Electric Sales and Marketing menu of Clean Energy, Energy Conservations, and Demand Side Management Programs.
  - Developed and documented the procedures required to align the processes with the Siebel application.
  - Developed training manuals and user manuals for the Siebel application and conducted user training sessions.
  - Developed User Acceptance Protocols and led the User Acceptance Testing of the Siebel application.
  - Currently integrating nineteen ES&M programs from client owned and vendor owned databases into the Siebel application.
  - Assists LIPA as it develops its long term Customer Relationship Management strategy.
- Project Manager for the development of a comprehensive Marketing Data Warehouse for LIPA and Keyspan Energy.
  - Performed joint feasibility study and subsequent requirements documentation
  - Oracle 9i database
  - Trillium Data Cleansing
  - Informatica ETL
  - Microstrategies Business Intelligence toolset
- Program Design and Tracking: Retrofit Energy Capacity Program
  - Developed business processes, workflows and protocols
  - Developed M&V procedures

- Development of DSM tracking system and savings calculators
- Subsequent interfacing of savings calculators to Siebel CRM
- Program Tracking, Online Applications and Website Hosting: LIPAedge Direct Load Control Program
  - Developed DLC work management system integrating online customer applications, back office processing, third party vendor work order systems, and call center customer support
  - Developed content management system for customer-facing brochure website and online application intake.
  - Developed interface with LIPA Marketing Data Warehouse
- Project Manager on the Clean Energy Initiative's "PV Building Codes and Regulations" project.
  - Developed online customer-facing system for the researching and dissemination of information around municipal Photovoltaic System building codes and regulations.
- Project Manager on the LIPA Wind Initiative environmental impact research website tool.
  - Developed a process and custom systems to disseminate environmental impact study data to aid the responsible parties in the Wind Farm permitting process.
  - Developed Solar Rebate Program Savings Calculation and eligibility testing toolset.

#### **New Jersey State Office of Clean Energy (ongoing)**

- IT Project Manager and Business Analyst on the development of a comprehensive Information Management System to support AEG's role as Statewide Program Coordinator. System interfaces with all utilities within the state and Market Managers that manage all DSM initiatives across the state. System provides invoicing and budget management; quality assurance/quality control; program management and customer data management.

#### **Alliance Data Systems**

- Designed and developed a comprehensive Unit Cost Model for assessing internal versus outsourced billing operations. The application can be used for both utility and ESP modeling, and utilizes FERC Form 1 public data as well as custom utility specific data. This model will be used as a sales tool to calculate and illustrate real cost savings attributable to their billing ASP solutions.

#### **Aquila (Now Black Hills Energy)**

- Project Manager on an initiative to design, implement, and host the Custom Rebate Program web-enabled Work Management System. This is a comprehensive system to manage and maintain a four-utility, multiple commodity demand reduction program, benefit-cost analysis and rebate processing function, work assignment, and tracking and payment processing.
- Project Manager on an initiative to design, implement and host the Photovoltaic Rebate Program web-enabled Work Management System. This is a comprehensive system to manage and maintain a multi-party PV renewable energy program, rebate processing function, and work assignment, tracking and payment processing.

#### **Bermuda Electric Light Company, Ltd.**

- Performed Impact Evaluation of Commercial/Industrial Load Reduction (COOP) Program, utilizing customer peak load and weather data algorithms.
- Performed detailed commercial, residential and engineering audits for BELCO Energy Service Company (BESCO), which AEG started and ran for its initial 2 years.
- Wrote energy master plans for utility's largest customers and facilities outlining areas for conservation implementation, equipment to be used, cost/savings calculations, and net present values of investments. Located and negotiated with contractors and suppliers for implementation of specifications, and provided guidelines for future plans.

#### **Consolidated Edison**

- Project Manager on the development and operation of a comprehensive Direct Load Control Pilot Program Work Management System to be utilized by Con Edison's customers to apply to the program, obtain program information, and to control HVAC equipment; by Customer Service Call Center representatives to administer and serve the customers participating in the program; by third party installers to manage field services and support calls; and by program managers to access program management reports. System includes secure administrative

module that enables Con Edison personnel to administer and manage all aspects of data acquisition, authentication, transformation and import/export function, and dynamic site content.

#### **Delmarva Power and Light**

- Conducted strategic marketing research consisting of analysis of weather variables vs. PV operational characteristics in order to identify and prioritize target markets for grid connected PV systems.

#### **Detroit Edison**

- Conducted process evaluation interviews with Detroit Edison staff and community action agency staff responsible for the implementation and maintenance of DSM programs.
- Designed and developed database applications used in the process and impact evaluation of Detroit Edison's DSM programs.
- Selected by Detroit Edison to implement AEG's Vision DSM tracking system for the management of DE's portfolio of DSM programs in 2009.

#### **DQE Energy Services**

- Provided confidential regression analysis for strategic growth planning.

#### **Econnergy**

- Provided IT Auditing and Process Analysis services that lead to annual operational savings of over \$3 Million. Performed CIS Vendor Selection services

#### **El Paso Electric Company**

- Undertook the design and development of a CRM Tracking Database System for the El Paso Electric Company Energy Services Business Unit (ESBU).
- Identified and negotiated trade ally relationships for the El Paso Electric Company Energy Services Business Unit with service providers and manufacturers associated with energy efficient and power-related equipment.
- Organized an Energy Efficiency Trade Show held at the El Paso Convention Center that spotlighted trade allies and was attended by many of El Paso Electric Company's largest current and prospective customers.
- Documented and mapped all of the Customer Service processes associated with Information Systems. This information was instrumental in the Gap Analysis and subsequent implementation of a new Customer Information System.
- Provided energy auditing services for the Energy Services Business Unit on some of El Paso Electric Company's largest customers.

#### **Harvard University**

- Performed business analysis and developed system requirements for CIS system acquisition.
- Provided CIS Vendor Selection services for Harvard's Engineering and Utility group, which bills for six commodities and has both regulated and deregulated market requirements (gas, electricity, water, steam, chilled water, and oil).

#### **Kentucky Utilities Company**

- Programmed extensive real-time and tracking software for K.U.C.'s Refund Call Center. Aided in call center development and operation, produced automated report system, and oversaw mass-check writing procedure.

#### **New Jersey Natural Gas**

- Assisted in the development of comprehensive sample design for use in rate applications and bill estimation (1994) which incorporated existing monitored sites, including re-weighting and detailed segmentation of population to ensure unbiased results. Updated sample in 1998 and designed bill estimation algorithm for use in company plans to cease meter-reading during summer months.

#### **Orange and Rockland Utilities**

- Conducted market research to identify new off-peak use electrotechnologies to be considered for sale by utilities.

#### **Proviron Gas**

- Provided CIS Vendor Selection services for the replacement of an existing, un-scalable Customer Information System.

**Public Service Colorado**

- Provided database design, development and analysis of light metering data for a direct install, full service residential multifamily DSM program.

**Other projects for following clients:**

Atlanta Gas Light Company  
Boston Edison Company  
Central Hudson Gas & Electric Corp.  
Continued Care of Long Island  
Green Mountain Power  
Long Island Lighting Company  
New England Power Service Company

New York Power Authority  
New York State Electric and Gas  
Niagara Mohawk Power Corporation  
Northeast Utilities  
Pinnacle Financial  
Rochester Gas & Electric

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**AFFILIATIONS**

Association of Energy Services Professionals

The Association of Energy Engineers

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**RECENT ARTICLES & PUBLICATIONS**

“Customer Centricity from Legacy CIS: A CRM Case Study”, Presented at CIS Conference, Orlando Florida May 2007

“Association of Energy Services Professionals: Introduction to DSM Tracking Systems Course Curriculum”

Long Island Power Authority Siebel Contact Management User Guide, Training Guide and Quick Reference

Long Island Power Authority Siebel DSM Program Management User Guide, Training Guide and Quick Reference

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**EDUCATION**

State University of New York at Buffalo, B.A., Psychology, 1990 (Minor in Human Resources)

State University of New York at Buffalo, Graduate Course Work, Psychology, 1991-1992

Long Island University – C.W. Post, M.S. Candidate in Management Engineering

**Advanced Education**

- Project Management Institute, “Essential of Project Management”, 2004.
- Novell NetWare Administration, 1994.
- SAS Institute, Fundamentals of SAS Systems and SAS Advanced Programming, 1993.



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## JOHN P. CUSACK Vice President

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Mr. Cusack joined Applied Energy Group, Inc. (AEG) after 30 years of extensive experience in the electric and gas utility industry. His expertise focuses on the critical assessment of customer service operations, service-related process reengineering, customer call center design and implementation, and Supply Chain Process reengineering.

Over his consulting career, he has directed and conducted major projects for electric and gas utilities, in Supply Chain reengineering, and, more specifically, in warehousing operations and processes. He led a team that successfully restructured a Customer Relations organization of over one thousand people. That project had a \$17 million budget, and included the design, development, and implementation of a centralized call center. He has also partnered with Deloitte & Touche, LLP, (D&T) in their utility reengineering consulting practice and, with a D&T Partner, prepared and presented a paper "Reinventing the Utility" to the Strategic Solutions Management Conference. Most recently, he is leading the process reengineering effort as part of the Long Island Power Authority's initiative to implement a new Customer Relationship Management (CRM) system for their Electric Sales and Marketing organization.

Mr. Cusack holds a Bachelor of Science Degree in Management and Communications from Adelphi University, and has completed the Leadership Development Program at the University of Maryland.

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### PROFESSIONAL BACKGROUND

Applied Energy Group, Inc.	2001 - Present
Long Island Lighting Company	1967 - 1998
KeySpan Energy	1998 - 2000

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### CURRENT POSITION

Since 2001, Mr. Cusack has been Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to joining the company, he assisted AEG in several "Change Management" and "Customer Service" engagements.

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### CONSULTING EXPERIENCE

#### Business Operations and Regulatory Support

##### LIPA / National Grid Siebel Implementation (*ongoing*)

- Member of the joint LIPA-National Grid team.
  - Mapped and documented the processes for all of LIPA's Energy Efficiency programs.
  - Participated in the initiatives to convert those processes into Siebel functional specifications.
  - Identified and documented ways to align Program Requirements with Siebel functionality.
  - Developed user acceptance testing protocols and documentation.
  - Conducted user acceptance testing of each phase of the Siebel implementation.
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- Developed training materials for several sections of the Siebel implementation in both phases I & II.
- Conducted training sessions for all organizations that will utilize Siebel including external partners.
- Participated in developing implementation strategies for the short and long-term uses of Siebel in accordance with LIPA programs.

**Bermuda Electric Light Company**

- Mapped key processes for every organization in the company.
- Conducted a complete process review of the Supply Chain organization and introduced new processes for competitive bidding, implemented a new organizational structure and introduced new processes for the ordering and processing of materials.
- Acted as Supply Chain Manager for interim period of one year while the new organizational structure was being implemented.
- Conducted several process review initiatives for the Customer Relations organization which resulted in changes to business processes which contributed to significant improvements in customer satisfaction ratings.

**Freeport Electric Company**

- Conducted a complete review of their Customer Service organization and processes. Provided recommendations for system and process changes along with change management recommendations designed to facilitate the implementation of new work rules.
- Developed and conducted change management team building sessions for all organizations within the company.

**New Jersey Office of Clean Energy**

- Undertook complete analysis of invoicing requirements for the processing of Partner invoices submitted to the State of New Jersey for work performed under the Clean Energy Programs.
- Prepared functional specifications required for the design and development of the processing and tracking system and conducted change management team building sessions for all organizations within the company.

**Connecticut Natural Gas**

- Conducted a complete review of Customer Service, Billing Training and Meter Reading documentation, and training materials.
- Identified opportunities to improve documentation and recommended system improvements that would allow documentation to be available electronically for employees to access.
- Provided the company with several short and long term opportunities to improve customer service.

**Strategic Planning and Energy Policy**

**Utility Purchasing Management Group (UPMG) *(ongoing)***

- Designed, developed, implemented, and conducts the UPMG Annual Supply Chain Benchmarking Study. This study is conducted annually for electric and gas utilities throughout the United States.
- As part of this study: develops appropriate metrics, provides a website for data entry, issues a final report, and conducts a best-practices workshop for participating utilities.

**El Paso Electric Company**

- Performed a complete analysis of their Customer Service Organization with particular focus on customer office locations.
- Recommended consolidation options combined with process changes designed to improve the customer experience while reducing overall costs for providing those services.

**AFFILIATIONS**

Utility Purchasing Managers Group

Conduct annual Supply Chain Benchmarking Study

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## RECENT ARTICLES & PUBLICATIONS

Mr. Cusack has partnered with Deloitte and Touche, LLP, (D&T) in their utility reengineering consulting practice and, with a D&T partner, he has prepared and presented a paper "Reinventing the Utility" to the Strategic Solutions Management Conference.

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## EDUCATION

Adelphi University, B.S., Business and Communications, 1993

### **Advanced Education**

- University of Maryland Leadership Development Program

**RALPH M. NIGRO, P.E.**  
**Senior Vice President**

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Ralph Nigro is a mechanical engineer with over 30 years of experience in the energy industry. He works with a variety of industry, utility, and government clients to provide consulting services for energy efficiency and renewable energy programs including technology evaluation, program design and implementation. Mr. Nigro has extensive practical experience in program management and implementation, and he is currently responsible for managing energy efficiency and renewable energy programs in Delaware, Minnesota, Iowa, Missouri, Colorado, Kansas, and Arkansas.

Mr. Nigro is also co-director of the University of Delaware's Industrial Assessment Center, which is a U.S. DOE funded center that prepares engineering students for work in the energy industry and provides industrial energy assessments throughout the mid-Atlantic region.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	1995 - Present
<b>Delmarva Power &amp; Light Company</b>	1980 - 1995

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**CURRENT POSITION**

Mr. Nigro is a Vice President of AEG, and he manages the company's Delaware office. Prior to joining Applied Energy Group, Inc., Mr. Nigro worked at the Delmarva Power & Light Company in several different positions in generation engineering, research and development, and business subsidiaries.

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**CONSULTING EXPERIENCE**

**Business Operations and Regulatory Support**

**Korea Energy Economics Institute**

- Analysis of Korea's Electric Power Company's Restructuring Project
- Provided guidance and consulting services in concert with the University of Delaware to the government of Korea and KEPCO's senior management on how to restructure and privatize the electric utility without placing extreme stress on country's economic, social, and environmental resources

**New Jersey Gas Utilities (Elizabethtown/NUI, New Jersey Resources, South Jersey Gas)**

- Conducted background research and prepared detailed program plans for a series of customer programs for the gas utilities of New Jersey in response to an order from the New Jersey Board of Public Utilities. This work included an assessment and program design for gas-fired customer-sited fuel cell technology.
- Created a detailed filing report for the Board of Public Utilities that formed the basis of future decisions related to the Comprehensive Resources Analysis program.

**State of Delaware Governor's Energy Task Force**

- The Delaware Energy Task Force was formed by Executive Order in April 2002 and included over 100 stakeholders from the state and federal governments, regulatory agencies, industry, agriculture, and private consumers. The scope included all major energy-consuming sectors (industrial, commercial, residential, and transportation).

- As key consultant to the staff of the Governor's Office, managed the collection, analysis, and presentation of technical information to working groups; developed and analyzed policy options to encourage efficiency and renewable energy; coordinated final prioritization of recommendations; developed final report of the Delaware Energy Plan presented to the public in September 2003.

**Other projects for following clients:**

Bermuda Electric Light Company Ltd. (BELCO)	State of Delaware
El Paso Electric Company (EPEC)	University of Delaware
INGAA Foundation	Utility Photovoltaic Group (UPVG)

**Program Design and Implementation Services**

**Black Hills Energy Gas and Electric** (*ongoing*)

- Responsible for implementation of custom rebate programs for commercial and industrial gas customers in Iowa and Colorado. Responsibilities include overseeing technical and economic evaluation, reporting and regulatory support.

**Kansas City Power & Light Electric** (*ongoing*)

- Developed and implemented KCP&L's new custom rebate program for commercial/industrial customers. The program includes technical and economic evaluation of custom electric savings measures across a wide range of customer types and end uses.

**Minnesota Energy Resources Corporation (MERC)** (*ongoing*)

- Responsible for implementation of MERC's custom rebate programs for commercial and industrial gas customers in Minnesota. Responsibilities include technical and economic evaluation of a very broad range of efficiency projects, budget management, planning, and regulatory reporting

**State of Delaware Sustainable Energy Utility** (*ongoing*)

- AEG was awarded a four year contract to administer the State of Delaware's Sustainable Energy Utility (SEU), and these SEU programs are being designed and implemented in AEG's Delaware office under Mr. Nigro's direction.
- The SEU is an "efficiency and renewable energy utility" created as a 501c3 non-profit organization by the state legislature with the purpose to provide education, outreach, marketing, incentives and financing for consumers in all sectors, including transportation, and for all fuels, including unregulated commodities like fuel oil and propane.
- The SEU's budget includes bond-financed performance contracting and \$24 million in federal stimulus funding.

**Black Hills Electric Colorado PV Rebate Program**

- Directed and developed program design, marketing plans, technical criteria, and implementation business processes for Aquila's customer-sited PV rebate program. At the end of the implementation period, the project was successfully turned over to utility personnel.
- Provides periodic support to BHE personnel on program implementation and regulatory issues

**AFFILIATIONS**

American Society of Mechanical Engineers (ASME)	American Solar Energy Society (ASES)
Association of Energy Engineers (AEE)	Delaware Association of Professional Engineers
Registered Professional Engineer in DE	ASHRAE

**EDUCATION**

University of Delaware, M.A., Energy and Environmental Policy, 1996  
 University of Delaware, B.A., Mechanical Engineering, 1980  
 University of Delaware, B.A., Arts and Sciences (*liberal arts*), 1980

**JODI A. MARKS**  
**Assistant Vice President**

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Ms. Marks has over twenty-one years of consulting experience in the electric and gas utility industries. She has extensive experience in design, implementation and program management of utility energy efficiency programs; call center start-up and management; DSM process and impact evaluations; comprehensive market research; energy service company startup and operations; and process mapping.

Ms. Marks' professional experience includes energy efficiency project management, program launch and program processes development for several utilities. Ms. Marks has been the Program Manager for the Con Edison Central Air-Conditioning DLC Programs for residential and business customers since their inceptions, 2001 and 2004 respectfully. Ms. Marks designed and currently provides overall management for Energy Efficiency Program Customer Service Information Call Centers including Con Edison, and LIPA. Ms. Marks provided consulting services to NYSEG/RG&E (Iberdrola USA) on behalf of their NY Energy Efficiency Portfolio, for the Residential Natural Gas Rebate Program and Residential/Non-Residential Multifamily Program. Additionally, Ms. Marks provides comprehensive market research for DSM impact and process evaluation projects.

Ms. Marks has attended numerous conferences and seminars related to energy efficiency and demand response technologies. She is a member of Association of Energy Services Professionals. She has a Master of Science Degree in Business Education from Dowling College, New York and a Bachelor of Science Degree in Business Administration from the State University of New York at Oswego.

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**PROFESSIONAL BACKGROUND**

**Applied Energy Group, Inc.**

1990 - Present

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**CURRENT POSITION**

Since 2006, Ms. Marks has been Assistant Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to this, she served as AEG's Director of Market Research.

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**CONSULTING EXPERIENCE**

**Business Operations and Regulatory Support**

**Consolidated Edison Company of New York, Inc. (ongoing)**

- Program Manager for the Central Air-Conditioning Direct Load Control Programs for residential and business customers which commenced in 2001. Responsibilities include development of process flows for program activities, creating program marketing materials, development of all training materials and manuals, start-up of program call center, report development, and overall program development tasks to determine the requirements, roles, rules and responsibilities for each aspect of the program. Additional responsibilities for implementation of the program include training and supervision of the subcontractors. AEG has been contracted to provide total project management through 2012 for a Carrier thermostat-based central air-conditioning direct load control program. The system represents

the first 2-way communications-based fully implemented residential and small business system in the United States and has over a \$4 million budget.

#### **Long Island Power Authority (*ongoing*)**

- Overall responsibility for the Information Call Center for the LIPAedge Program, a Residential and Small Commercial Central Air-Conditioning Direct Load Control Program. Responsibilities have included development of process flows for program activities, creating program marketing materials, development of all training materials; start-up of program call center, report development, and overall program development tasks to determine the requirements, roles, rules and responsibilities for each aspect of the program. Additional responsibilities included both call center training and supervision of the subcontractors.

#### **NYSEG/RG&E (Iberdrola USA)**

- Program management and program launch for both the Residential Natural Gas Rebate Program and Residential/Non-Residential Multifamily Program. Responsibilities included development of all process flows for program activities, development of all training materials and manuals, start-up of program call center, report design, and overall program development tasks to determine the requirements, roles, rules and responsibilities for each aspect of the program. Additional responsibilities for implementation of the program included training and supervision of the subcontractors.

#### **El Paso Electric Company**

- Developed an Unbundling Implementation System through the development of an extensive database and ongoing reporting system for the new Customer Information System (CIS) to be used as the implementation tool for the upcoming deregulation of El Paso Electric Company in New Mexico and Texas.
- Created reports for seven departments of the company: Customer Service, Collections, Revenue Collections, ESBG, Public Relations, Metering and Billing. These reports include the documentation of the current procedures and tasks used, the unbundling rules, regulations and requirements, and the modifications that were required of the new CIS system.

#### **Other projects for following clients:**

TU Electric

Western Resources

Edison Electric Institute

The Village of Rockville Centre

#### **Strategic Planning and Energy Policy**

##### **Elizabethtown Gas Company**

- Performed comprehensive research for the completion of the 1999 Comprehensive Resource Analysis of Energy Programs of the Independent New Jersey Gas Companies (Years 2000-2004). These companies included Elizabethtown Gas, New Jersey Natural Gas, and South Jersey Gas.

##### **South Jersey Gas Company**

- As part of the 1999 Comprehensive Resource Analysis of Energy Programs of the Independent New Jersey Gas Companies (Years 2000-2004) completed extensive research and analysis supporting three gas utility clients (NJ Natural Gas Company, Elizabethtown Gas Company, and South Jersey Gas Co.) in 1999 state-wide proceedings before the NJ Board of Public Utilities on "Comprehensive Resource Analysis of Energy Programs." Provided support of pre-filed direct testimony, program plan filing, preparation of rebuttal testimony, response to interrogatories, and support during and after hearing.

## Program Design and Implementation Services

### Aquila

- Program Manager for the Aquila WPE Verification reports for the Low Income Residential Weatherization Program.
- Developed survey audit instruments and worked with Colorado Health & Human Service to perform onsite audits of low income customers who received weatherization assistance.
- Analyzed and provided the Annual reports.
- Provided support for the Commercial Custom Rebate Program which was designed to help Aquila business customers afford new energy efficient technologies that reduced natural gas costs through tailored rebates.

### Bermuda Electric Light Company Ltd. (BELCO)

- Project Manager for the Residential Market Research Study.
- Responsible for the development and design of the sample population, telephone survey instruments, and the coordination with subcontractor who performed actual telephone surveys.
- Designed and analyzed database results and authored written sections of the final report.

### EPRI

- Responsible for the development of the sample population, database design, data tabulations and final analysis of the market research conducted for the 1999 EPRI Strategic Issues Findings from Market Research survey analysis.
- Coordinated the completion of all telephone survey interviews with internal staff.

### New York State Research and Development Authority

- Performed database analysis as part of the evaluation study of the Residential Energy Assistance Challenge (REACH) Program for the 1999-2001 time period.
- Conducted analysis of participating customers in five participating community based organizations (CBOs) and included three profile database data sets for each customer. These results were shown both statistically and graphically.

### Other projects for following clients:

Atlanta Gas Light Company	Long Island Lighting Company
Central Hudson Electric and Gas Corp.	Minnegasco
Delmarva Power & Light Company	New York Power Authority
Deloitte & Touche, LLP	Niagara Mohawk Power Corp.
Detroit Edison Company	Northeast Power Corp.
El Paso Electric	Public Service of Indiana
Freeport Light & Power	Western Kentucky Gas

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## AFFILIATIONS

Association of Energy Services Professionals (AESP)  
National Association for Female Executives (NAFE)

National Notary Association

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## EDUCATION

Dowling College, M.A. Business and Elementary Education, 1991  
State University of New York at Oswego, B.S., 1978

### Advanced Education

- HTML Scripting, July 1998
- "Grammar and Usage", Fred Pryor Seminar, March 1998
- "Project Management", Fred Pryor Seminar, November 1997
- MS Access '97 - Advanced Database Management, July 1997

- MS Access '95 - Intermediate, June 1997
- MS Introduction to Access, June 1997
- MS Project 4.0, June 1997

### **Conferences and Seminars**

- AESP's Spring Conference & Expo: What's New in Program Marketing & Implementation, May 16-19, 2011
- AESP's Spring Implementation Conference, May 5-7, 2008.
- AESP, The Principles of Demand-Side Management Workshop, May 5, 2008.
- AESP 3rd Technology Symposium: What's New in Energy Efficiency and Demand Response Technologies September, 17-19, 2007.
- Best Practices in Natural Gas Efficiency Programs, Part 2 – AESP Brown Bag Seminar, November 30, 2006.
- Design and Delivery of Effective CFL Programs – AESP Brown Bag Seminar, October, 2006.
- Natural Gas Efficiency Programs: Case Studies and Best Practices, Part 1 - AESP Brown Bag Seminar, April, 2006.
- Behind the Scenes of a Survey: Insights Regarding Evaluation Data Collection Modes, AESP Brown Bag Seminar, November, 2005.
- Towards Market Transformation: A Case Study on Impacting Residential Lighting through State Codes and New Home Construction, AESP Brown Bag Seminar, June 2005.
- Marketing Demand Response Programs to Customers, AESP Brown Bag Seminar, June 2005.
- *Shaping the Future of Residential Energy Efficiency Programs*, AESP Brown Bag Seminar, February 2005.

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**ROBERT D. OBEITER, Ph.D.**  
**Executive Vice President**

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Dr. Obeiter, with over 25 years experience in energy and utility services, leads the strategic consulting and CIS and IT practice groups at Applied Energy Group. He specializes in projects involving utility diversification, retail business planning, marketing strategy, new product development and strategic pricing. He has consulted with utilities, energy services companies and technology solution providers (including software companies) to define business strategies, and implement new product offerings.

Dr. Obeiter has provided consulting services to over 50 utilities, including American Electric Power, Central and Southwest Utilities, Duke Power, CMS, Potomac Electric Power Company, Southern Company, New York State Electric and Gas, Long Island Lighting Company, Long Island Power Authority, Con Edison, New York Power Authority, Houston Light and Power and others. In addition, his client list includes independent and affiliated energy services companies, technology solution providers and private equity and leveraged buy-out firms.

Dr. Obeiter has testified, developed strategies and cross examination, and supported other witnesses in utility regulatory cases. He has authored articles and delivered presentations on emerging utility-related issues in various industry conferences, and he has received a Ph.D. in Geography, with a concentration in Natural Resource Economics, from Clark University. He has testified, developed strategies and cross examination, and supported other witnesses in utility regulatory cases. He has authored articles and delivered presentations on emerging utility-related issues in various industry conferences, and has served as lead instructor for the Association of Energy Services Professionals workshops in the 1990's and in recent years.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	2001 - Present
<b>InSITE Services</b>	1977 - 2001
<b>Barakat &amp; Chamberlin</b>	1995 - 1997
<b>XENERGY Inc.</b>	1990 - 1995
<b>New England Electric System</b>	1982 - 1990
<b>New England Conference of Public Utilities' Commissioners, Inc.</b>	1979 - 1982

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**CURRENT POSITION**

Since 2001, Dr. Obeiter has been Senior Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to that, he served as Executive Vice President of InSITE Services, an application service provider where he was instrumental in selling software and ASP solutions to over 25 utilities, ranging in size from small cooperative systems to the largest investor utilities in North America.

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**CONSULTING EXPERIENCE**

**Business Operations and Regulatory Support**

**Long Island Power Authority (ongoing)**

- Assists in long range planning.
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- Evaluates Business Process Outsourcing options.
- Assists in development of AMI pilot program.
- Develops rate analysis tool for customer on-line usage.
- Evaluation of rate engine options
- Serves as residential program lead for Efficiency Long Island (ELI)

**Iberdrola** *(ongoing)*

- Support program design, development, implementation and evaluation

**Black Hills Power** *(ongoing)*

- Support program design, development, implementation and evaluation

**Empire District Electric** *(ongoing)*

- Support program design, development, implementation and evaluation

**Integrus** *(ongoing)*

- Support program design, development, implementation and evaluation

**Central Hudson Gas and Electric** *(ongoing)*

- Draft evaluation plans for energy efficiency programs
- Conduct process evaluations for residential and commercial rebate programs

**New England ISO** *(ongoing)*

- Reviews and evaluates submissions from bidders to participate in Forward Capacity Market (three years).
- Provides consulting and advisory support on as required basis.

**New York ISO** *(ongoing)*

- Review of settlements procedures.
- Reviews industry best practices.
- Drafts new procedures.

**Private Equity Companies** *(ongoing)*

- Conducts operational due diligence for prospective investments.
- Evaluates performance of existing portfolio companies and recommends areas for improvement in operations.

**Retail Marketing Company** *(ongoing)*

- Established company's presence in New York market.
- Obtained all regulatory approvals.
- Established relationship with power and gas supplier.

**Outsourced Service Provider – Billing and Bill Aggregation Services** *(ongoing)*

- Analyzed various business models.
- Served as advisor to CEO.

**Large Mid-West Utility**

- Directed an investigation into outage management and reporting.
- Reviewed and evaluated outage management procedures.
- Reviewed and evaluated reports filed with public and regulatory agencies.
- Recommended outage management system for implementation.

**Large Southwest Utility**

- Served as an analyst in customer expropriation proceeding.
- Established protocol for setting value on assets and customers.
- Developed estimates of economic value of customers and assets.

**Alliance Data Systems**

- Conducted study to identify new business options.
- Served as advisor to senior management on business strategy.

**Metering Company**

- Conducted study to identify new business options.
- Served as advisor to senior management on business strategy.

### **Outsourced Service Provider – Billing and Bill Aggregation Services**

- Analyzed various business models.
- Served as advisor to CEO.

### **Kemp Smith (Law Firm)**

- Reviews and evaluates collateral requirements for large customer seeking independence from utilities.

### **Fried Frank**

- Provided support in anti-trust proceeding.
- Served as expert witness in restraint of trade proceeding.

### **RISE Engineering**

- Conducted a strategic study to identify new market options.

### **Proviron Energy**

- Evaluated business options and developed a plan to assist in the divestment of assets.

### **Sempra Energy Services**

- Evaluated options for participation in New England ISO Forward Capacity Market

### **Vectren Energy**

- Identified alternative rate design models.
- Identified alternative gas suppliers.
- Evaluated new products and services.

### **Empire District**

- Conducted workshop on Demand Response programs.

### **Other projects for following clients:**

Bermuda Electric Light Company Ltd. (BELCO)	New York Power Authority (NYPA)
Consolidated Edison Company of New York, Inc.	NYNEX Corporation
CINergy	Orange & Rockland Utilities
Day and Zimmerman, Inc.	Saudi Arabia
Electric Generating Authority of Thailand (EGAT)	South Carolina Pipeline Corporation
Freeport Electric	The Village of Rockville Centre
Iowa Power Company	Vanceburg Electric Light Heat & Power
Kansas City Power and Light Co. (KCP&L)	Vermont Gas
Kansas Gas and Electric Co. (KG&E)	Wellesley Municipal Light Plant
Long Island Lighting Company (LILCO)	Western Resources
Minnegasco	

## **Information Technology**

### **Long Island Power Authority (*ongoing*)**

- Evaluates CIS and back office system options.
- Develops strategies to review existing system functionality across the organization
- Implements CRM and DSM program tracking strategies.

### **ICF International (for Baltimore Gas and Electric and several other clients) (*ongoing*)**

- Implements AEG's VisionDSM product
- Develops workflow for multiple programs.
- Develops management and regulatory reports.

### **New England ISO (*ongoing*)**

- Develops system for initial operation of the Forward Capacity Market.
- Operates system on behalf of ISO for pilot phase

### **Large Midwest and New England Utility**

- Evaluated and recommended outage management system.
- Implemented outage management system for one utility.

### **Bermuda Electric Light Company**

- Served as extension of staff in evaluating proposals from consultants to provide functionality requirements for CIS application.
- Drafted report with recommendations for company management.

#### **Harvard University**

- Assessed functional requirements for back office operations to support distribution and billing of all utilities.
- Researched and evaluated alternative software options.

#### **Retail Marketing Companies**

- Obtained approval to operate in certain retail markets
- Managed relationship with EDI service provider for testing and ongoing operations.

#### **Orcom Solutions**

- Conducted a strategic study to identify new markets

#### **Other projects for following clients:**

Atlanta Gas Light Company (AGLC)	Long Island Lighting Company
Bermuda Electric Light Company Ltd. (BELCO)	New York State Electric and Gas Corp.
Detroit Edison Company	Rochester Gas & Electric Corp.
Iowa Power Company	Western Kentucky Gas

### **Strategic Planning and Energy Policy**

#### **Retail Energy Marketing Company (*ongoing*)**

- Developed business strategy and plan for turning business profitable.
- Served as interim COO.
- Managed marketing, IT, customer care.

#### **Retail Energy Marketing Company (B) (*ongoing*)**

- Developed business strategy for market entry.
- Drafted Private Placement Memorandum
- Provided Start Up Services

### **Program Design and Evaluation Services**

#### **Rochester Gas & Electric and New York State Electric & Gas (*ongoing*)**

- Designed and implemented residential and commercial energy efficiency programs.
- Determined marketing strategy for residential and non-residential energy efficiency programs.
- Serves as a member of Joint Utility Operating Group in New York on behalf of client.
- Develops program goals.
- Responds to regulatory interrogatories.
- Drafts RFPs for implementation services for all residential and non-residential programs.
- Develops quality assurance and quality control processes for program implementation.

#### **Association of Energy Services Professionals (*ongoing*)**

- Developed materials for introduction to DSM workshops.
- Served as lead instructor for workshops.

#### **Long Island Power Authority (*ongoing*)**

- Developed a retail marketing plan for major accounts, retail services, and economic development.

#### **Cheyenne Light Fuel and Power (*ongoing*)**

- Conducts DSM potential study for electricity and natural gas.
- Develops portfolio of DSM programs.
- Drafts filing for Wyoming Public Service Commission.
- Meets with senior leadership to present DSM study and program design.
- Provides regulatory support.

**Black Hills Power – South Dakota and Wyoming** *(ongoing)*

- Conducts DSM potential study for electricity and natural gas.
- Develops portfolio of DSM programs.
- Drafts filing for Wyoming Public Service Commission.
- Conducted focus groups with various constituencies to obtain feedback on program design options.
- Meets with senior leadership to present DSM study and program design.

**New Jersey Clean Energy Programs** *(ongoing)*

- Develops automated quality assurance and quality control protocols.
- Developed in field inspection procedures.

**State of Delaware State Energy Utility** *(ongoing)*

- Drafts RFPs for program implementation services.
- Developed quality assurance and quality control processes.

**Consolidate Edison of New York**

- Designed DLC pilot program.
- Implemented and managed DLC pilot program.

**New York Power Authority**

- Implemented over \$60 million in high efficiency lighting projects in large government facilities.
- Conducted multiple energy efficiency potential studies.
- DSM program design.

**Renewable Energy and Distributed Generation**

**Bermuda Electric Light Company**

- Evaluated customer market for renewable energy technology.
- Conducted focus groups on customer attitudes on renewable energy.
- Prepared final report for company management.

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**AFFILIATIONS**

Association of Energy Services Professionals

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**RECENT ARTICLES & PUBLICATIONS**

“The Entrepreneurial Spirit-Fulfilling Customer Needs”, New York Power Authority, Energy and Technical Services Meeting.

“CIS Selection Process: Cutting Through the Maze of Options Quickly”, Presented at Metering America.

“Lessons Learned (so far) From Deregulation – A Retailer’s Perspective”, Presented at National APPA Strategic Marketing and Economic Development Workshop.

“Energy Accounting Services: What Happened to the Industry?” 12th National Energy Services Conference and Exposition.

“Outsourcing Customer Information and Billing Operations: A Building Block to Profitability and New Service Opportunities”

“It’s the Information, Get It!” Presented at Aggregating Electric Purchase

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## EDUCATION

Clark University, Ph.D., Resource Economics

Dissertation: On the Innovative Pricing of Residential Water Supply

Clark University, M.A., Environmental Affairs

Clark University, B.A. Geography



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**JOE ROCCO, CEM, Assoc. AIA  
LEED Accredited Professional  
Assistant Vice President**

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Mr. Rocco has more than 20 years of consulting experience in the electric and gas utility industries, after several years in the architectural field. His background includes technical consulting for the electric and gas utilities, green building and sustainability consulting, architecture and construction management, energy auditing, and measurement and verification services. He is certified as an Energy Manager (CEM) and Lighting Efficiency Professional (CLEP) from the Association of Energy Engineers and is a LEED Accredited Professional.

Mr. Rocco's professional experience has included work for each of the major utilities in New York State, as well as a number of other utilities throughout the country. For nearly ten years, he provided day-to-day program management services for the Long Island Power Authority's Commercial Construction Program. As the Assistant Program Manager, his responsibilities primarily focused on working with customers and their design teams [architects, engineers, contractors] to develop energy efficient projects that meet LIPA's program guideline. He was responsible for the development of LIPA's Green Building incentives and the management of contracted engineering firms that supported the program with energy modeling and building commissioning services. Mr. Rocco's experience and understanding of energy efficient technologies has put him in a position to provide cost benefit analysis for many of AEG's clients including Integrys, Ibedrola, and LIPA among others. Additionally, he has performed hundreds of residential, commercial, and industrial audits in order to verify installation and savings persistence of energy efficient technologies.

Mr. Rocco earned a Master of Architecture degree from Tulane University. He has attended professional development workshops and conferences on energy efficient technologies and equipment, including the ASHRAE Professional Development Seminar on Standard 90.1 (Energy Efficient Design of New Buildings), Energy Efficient Office Technology, Multifamily Building Ventilation Systems, and several State and Federal Code compliance seminars. Mr. Rocco is also a graduate of the Dale Carnegie School of Human Relations and a member of the local chapters of the AIA, ASHRAE, USGBC and IESNA.

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**PROFESSIONAL BACKGROUND**

**Applied Energy Group, Inc.**

1991- Present

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**CURRENT POSITION**

Mr. Rocco is an Assistant Vice President at AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to that, he served as Director of Energy Services at AEG.

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**CONSULTING EXPERIENCE**

**Business Operations and Regulatory Support**

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### **Integrlys (formerly Aquila)**

- Responsible for numerous conservation improvement program (CIP) files mandated by the state of Minnesota. The CIP filing includes the cost and benefits associated with the utility's plans for residential and commercial energy efficiency programs aimed at natural gas conservation. Paramount to the filing is the use and understanding of cost benefit testing based upon the BENCOST model developed by the state.
- Developed and maintained a custom project analysis program that incorporated the State mandated cost benefit tool. The program provides for analysis and recordkeeping of the rebates for four utilities and their individual program data.
- Additional responsibilities include energy analysis to support each of the custom projects that are eligible for rebates. These analyses begin with customer application, contractor communications, research into specific technologies and cost estimating.

### **Ibedrola [Energy East, RG&E/NYSEG]**

- Develop program data, cost benefit TRC, program implementation support, etc....

### **Electricity Generating Authority of Thailand (EGAT)**

- Developed electronic on-site data collection forms and custom spreadsheet-based program to disaggregate building energy consumption by end use from this data.
- One hundred energy audits of industrial facilities in EGAT's service territory were performed by local subcontractors managed in-part by Mr. Rocco.
- Performed select audits personally.
- Used data to evaluate the potential for energy efficiency upgrades, particularly for motors, in these industrial facilities.
- The result of this Industrial DSM Assessment included recommendations for the implementation of Demand Side Management Programs for Thailand's Industrial sector.
- Presented these results to senior management in Bangkok in September 1996.

## **Program Design and Implementation Services**

### **Belco Energy Services Company, Ltd. (Belco)**

- Aided in the creation and development of Bermuda's first comprehensive Energy Service Company.
- On behalf of BESCO, conducted energy audits and prepared detailed Energy Master Plans for more than 20 of the Island's largest customers.
- Worked closely with lighting and HVAC contractors from bid procurement to installation to develop and implement recommendations for improvements worth and estimated \$2,000,000 in energy savings.

### **Long Island Power Authority (LIPA)**

- Provided program support for the Residential Photovoltaic program known as the Solar Pioneer Program. Responsibilities included customer application development, energy analysis, and database design.
- Major milestones in the formulation of a PV infrastructure included an alliance with qualified contractors and the day-to-day management of the Lottery Program. This program provided free small scale PV systems to 30 customers and required working with the manufacturers, utility engineers, and local agencies on planning, permitting, and inspection. Additional tasks included preparation of marketing materials in support of the program.
- Currently serving as the Assistant Program Manager of LIPA's Commercial Construction Program. The program provides technical and financial assistance to customers who install electric energy savings technologies, either from a prescribed list, or from customized projects. A significant amount of time is spent providing outreach and project management for the architecture and engineering community. A wide variety of other responsibilities include management of several contracted engineering firms who perform technical analysis on comprehensive projects, program evaluation and reporting, and serving as a technical resource on the energy efficient technologies.

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## AFFILIATIONS

American Institute of Architects (AIA) – Associate  
Illuminating Engineering Society of North America  
American Society of Heating Refrigeration and Air Conditioning Engineers (ASHRAE)

Association of Energy Engineers  
US Green Building Council

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## EDUCATION

Tulane University, Bachelor of Architecture, 1989  
Tulane University, Master of Architecture, 2001

### Professional Certifications

- Certified Energy Manager
- Certified Lighting Efficiency Professional
- LEED Accredited Professional

### Conferences and Seminars

- Review of the New York State Energy Conservation Construction Code Conference
- Philips Lighting Center Tour & Seminar
- Multifamily Ventilation Systems & Audit Findings Seminar
- Professional Development Seminar, ASHRAE Standard 90.1, Energy Efficient Design of New Buildings
- Dale Carnegie, Human Relations
- Energy Efficient Office Technology, An International Seminar
- Project Management, Fred Pryor Seminar
- Fundamentals of Energy Management, Association of Energy Engineers Seminar
- Fundamentals of Lighting Efficiency Association of Energy Engineers Seminar
- Compressed Air Challenge, Level One
- Association of Energy Services Professionals, Annual Conference 2009

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**STEPHEN BLANCHARD**  
**Assistant Vice President**

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Mr. Blanchard has over twenty-five years of project and program management, solutions architecture and technical analysis, and management consulting experience in a number of verticals including the electric and gas utility industries. His specializations are in the areas of information technology including CRM/CIS selection and implementation, business intelligence selection and implementation, application development, and systems integration.

He has fulfilled the role of Project Manager, Program Manager and Solution Architect for a number of Siebel and SAP CRM and Analytics implementations. In addition to Energy and Utilities, he has experience with important verticals such as Financial Services, High Tech, Pharmaceutical, and non-profits such as Government and Academia for customers throughout the United States as well as customers located in Germany, Mexico and Canada.

Mr. Blanchard has designed, built and managed multiple Siebel and SAP CRM and Analytics full-cycle implementations for a wide array of clients and industries. He has focused on delivering quality, cost-conscious applications in a timely manner. He has exceptional managerial leadership skill, with extensive writing and client-facing work, and adds value by utilizing business analytical, technical and project management experience, resulting in well-rounded capabilities.

He is committed to understanding customer's strategic business objectives and IT landscape and helping them achieve maximum benefit through product, technical implementation, and project advice. He has assisted customers in: Implementation and Deployment, Project Planning and Strategy, Technical Architecture and Integration, and Business Functionality.

Steve was also an Accountant in the Massachusetts Department of Public Utilities Electric Power Division and worked several rate cases and fuel charge hearings during his tenure. His educational background includes a B.A. in Business Administration and Accounting and an M.A. in Public Administration.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	2009 - Present
<b>Oracle Co/Siebel Systems</b>	2004 - 2009
<b>Syskoplan Consulting (Siebel/SAP)</b>	2001 - 2004
<b>Akibia Consulting (Siebel/Clarify)</b>	1997 - 2001
<b>Massachusetts Department of Public Utilities</b>	1986 - 1991

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**CURRENT POSITION**

Since 2009, Mr. Blanchard has been an Assistant Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development. Prior to that, he served as Principal TAM and Solutions Architect at Oracle/Siebel Systems.

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## PROFESSIONAL EXPERIENCE

### Information Technology

#### **Provided Implementation Support and acted as Solution Architect for a large Energy company**

- Developed solution roadmap for client to support Demand Side Management programs using OOTB Siebel CRM Sales, Marketing and Service platform
- Created project plans and staffing plans for Sales, Marketing and Analytics implementation
- Participate in ongoing implementation efforts
- Provided guidance and crisis management for this implementation
- Provided technical support for integration between CRM, Analytics and multiple legacy and data warehouse systems

#### **Provided Implementation Support and acted as Solution Architect for large Financial Services Company**

- Supported Call Center and Marketing Implementation and Analytics 7.8 implementation
- Provided Implementation Assessments to provide best practices and develop development roadmap
- Provided direction and roadmap for 8.0 CRM and Oracle BI EE 10.1.x upgrade
- Worked with PMO and implementation team responsible for this implementation. Provided best practices for starting Siebel COE, communication plans, as well as best practices for implementing Siebel.
- Provided guidance, implementation advice and crisis management for this implementation
- Led efforts to develop KPIs and Dashboards for Sales team to manage business using Siebel CRM and Oracle Analytics
- Provided technical support for integration between CRM, Analytics, and multiple legacy and data warehouse systems

#### **Provided Implementation Support and acted as Solution Architect for Credit Card Marketing Company**

- Customer had a 500 user Call Center, Sales and Marketing
- Worked with PMO and implementation team responsible for this implementation.
- Provided guidance, implementation advice, and crisis management for this implementation

#### **Provided Implementation Support and acted as Solution Architect for a large Financial Services company**

- Customer had a complex 7000 person Sales and Call Center implementation
- Worked with IT and Business teams on 6.3 to 7.8 upgrade planning including functionality and integration mappings, resource planning and project plan
- Provided guidance, implementation advice, and crisis management for this implementation

#### **Provided Implementation Support and acted as Solution Architect for several Pharma Companies.**

- Supported Call Center, Sales, Service and Marketing Implementation, and Analytics implementation
- Provided Implementation Assessments to provide best practices and develop development roadmap
- Worked with client and system integrator to ensure success of implementation
- Provided best practices for implementing Siebel.
- Provided guidance, implementation advice, and crisis management for this implementation

#### **Web Enabled Process Automation, Application Development, Systems Integration**

- Directed ongoing development of extensive J2EE Portal and Portlet development effort. The Portlet Library integrates multiple systems such as SAP, Siebel, PeopleSoft and Oracle with

J2EE portals such as Jetspeed, CleverPath and SAP Enterprise Portal. Directed team of six to eight Java, SAP, PeopleSoft, Siebel and QA engineers. Provided the overall technical vision and made key architecture and design decisions for the project. Identified the development activities required in a project and made assignments to software engineers. Established estimates and created software development schedules. Established development standards and best practices, defect removal process and design, and planned the configuration management.

- Established and managed partner relationship with Computer Associates, SAP, and BEA. Worked with partner sales and marketing staffs to negotiate and formalize revenue-generating agreements, assist with sales opportunities and develop proof of concepts, coordinate resources for training and implementation work, and market the partnerships and resulting products.
- Lead Project Manager and Business and Technical Analyst for Portal and Portlet Library implementation at major global chip manufacturer. Chip manufacturer is a global supplier of integrated circuits for the personal and networked computer and communications markets with manufacturing facilities in the United States, Europe, Japan, and Asia with revenue of \$2.6 billion dollars and 12,000 employees. Implemented Approval Dashboard within SAP Portal for 8,000 employees worldwide. Implementation took less than six weeks with three Java and SAP resources.
- Implemented Portal and Portlets for media software supplier. Media software supplier provides technology for editing movies, television, video games, and animation, with annual revenue of over \$450 million dollars. Implemented portal solution to provide sales reps and partners with customer information and production information through SAP Marketing, CIC, R/3 Sales and Distribution, and Variant Configurator.

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## AFFILIATIONS

Project Management Institute  
Suffolk University, Boston, MA Adjunct Professor: Management Information Systems, Public Management Graduate Degree Program, Guest Lecturer: Management information strategy, financial systems integration, accounting systems, budget and financial forecasting.

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## EDUCATION

Suffolk University, M.A., Public Administration, 1986  
Fitchburg State College, B.S., Business Administration; Minor in Art History, 1983

### Advanced Education

- Siebel CRM Consultant Technology Certificated
- Advanced Oracle OBIEE Training
- Advanced Oracle Marketing/Analytics Training



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## MICHAEL AMBROSIO

### Senior Vice President

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Mr. Ambrosio has over 25 years of experience in all aspects of utility regulation, including review of utility rate cases, merger and acquisition filings, cost of service and rate design filings, energy conservation programs, safety and reliability standards, consumer protection standards, consumer education programs, and alternative forms of regulation. His specializations are in the design, evaluation, and oversight of energy efficiency and renewable energy programs.

During his career as a regulator, including serving for three years as the Executive Director of the New Jersey Board of Public Utilities, he provided policy recommendations for consideration by commissioners, legislators, and governors on energy policy and on issues related to the transition of the State's electricity, natural gas, and telecommunications industries from monopoly to competitive markets. He was involved in drafting initial versions of New Jersey's electric industry restructuring legislation and, as Director of the New Jersey Division of Energy Planning and Conservation, was the principal author of the State of New Jersey's 1995 Energy Master Plan.

As the Director of the Deloitte and Touche Energy Regulatory Group, he provided advice to various public and private entities on matters related energy industry restructuring and energy policy development. He currently serves as the Program Coordinator for New Jersey's Clean Energy Program where he is responsible for coordinating the delivery of statewide energy efficiency and renewable energy programs with an annual budget of over \$250 million. He has authored articles and delivered presentations on industry related issues and his education includes an M.S. in Energy Policy and a B.S. in Electrical Engineering.

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### PROFESSIONAL BACKGROUND

<b>Applied Energy Group, Inc.</b>	2007 - Present
<b>M. Ambrosio and Associates, LLC.</b>	2003 - 2007
<b>Deloitte &amp; Touche</b>	1998- 2003
<b>New Jersey Board of Public Utilities</b>	1984-1998

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### CURRENT POSITION

Since 2007, Mr. Ambrosio has been a Senior Vice President at AEG, a management consulting firm that serves the needs of the energy industries primarily in the areas of energy services, strategic planning, and policy development. Prior to that, he founded M. Ambrosio and Associates and provided consulting services to utility and government entities related to the development of energy efficiency and renewable energy policy and programs.

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### CONSULTING EXPERIENCE

#### Program Design and Implementation Services

##### **New Jersey Board of Public Utilities** (*ongoing*)

- Serves as Program Coordinator for New Jersey's Clean Energy Program.
  - Coordinates statewide energy efficiency and renewable energy program planning.
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- Develops statewide budgets.
- Coordinates development of program evaluation plans and manages program evaluations.
- Developed an information management system that stores all program related data.
- Prepares statewide program reports.
- Maintains program website.
- Provides quality assurance services.

#### **Illinois Commerce Commission**

- Developed market values for electric power for the State of Illinois.
- Directed the project team supporting the neutral fact-finder that was appointed by the Illinois Commerce Commission to determine the market value of electric capacity and energy in Illinois.

#### **New Jersey Electric and Natural Gas Utilities**

- Coordinated the development of statewide energy efficiency program plans and budgets.
- Prepared regulatory documents and support documentation.
- Facilitated meetings of the utilities and the Office of Clean Energy including resolution of issues to ensure consistent program implementation on a statewide basis.
- Developed mechanisms for reporting program results and prepared monthly and annual reports.
- Performed program cost/benefit analysis.
- Prepared program evaluation plans.
- Developed and reviewed protocols to measure energy savings.

#### **Turkish Ministry of Energy and Natural Resources**

- Assisted the Turkish Ministry of Energy and Natural Resources with the establishment of a regulatory agency as part of its initiative to privatize its electric and gas industries.

### **AWARDS**

Recipient of the New Jersey Association of Energy Engineers Energy Professional Development Award, April, 2004.

Recipient of the New Jersey Research Organization Proactive Policy of the Year Award for Exceptional Work in Bringing Competition to New Jersey's Energy Industry, February 13, 1996.

### **ARTICLES & PUBLICATIONS**

"Energy Market Consolidation and Convergence: Seams Issues Revisited", Electricity Journal, December 2001, Co-Authored with Christopher Eaton and Michael Bailey

"Competition and Utility Tax Reform", New Jersey Municipalities, June 1996.

"Towards a More Efficient Capacity Planning Process: The New Jersey Experience", the IRP Report: A Forum of Experts, Edison Electric Institute, 1993. Co-Authored with Robert Chilton

### **EDUCATION**

Antioch University West, M.S., Energy Policy 1983

Inter-disciplinary program studying energy policy, energy economics, and energy engineering. Included coursework at the University of California, Berkeley.

Rutgers College of Engineering, B.S., Electrical Engineering, 1980

**SUSAN K. NATHAN**  
**Vice President**

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Ms. Nathan has over twenty five years of experience in the electric and gas utility industries. She has extensive experience in designing and implementing demand-side management programs and in marketing, operations, planning, and customer and community relations.

Throughout her career, Ms. Nathan has demonstrated her skill and success at envisioning and executing strategic direction, implementing efficiency improvements, and managing projects with large budgets and multi-faceted professional staff. In the early 1990's, Ms. Nathan took a \$1.35 million per year gas conservation program and expanded it to a \$7 million per year demand-side management program. As Marketing Manager for KCP&L, she developed a portfolio of electric DSM programs that became part of the Comprehensive Energy Plan, and she presented it in testimony to both the Missouri Public Service Commission and the Kansas Corporation Commission. More recently, Ms. Nathan developed budgets and programs for Energy East, Minnesota Energy Resources, Empire District Electric and Gas, Missouri Gas Energy and Integrys Group Illinois.

She has been a member of and has served on Boards and as Chair of many industry and professional associations, and she has authored a number of articles relating to DSM programs. Ms. Nathan holds a Masters of Business Administration from St. Thomas University and a B.A. in Business Management from Metropolitan State University.

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	2007 - Present
<b>Kansas City Power and Light, Inc.</b>	2002 - 2007
<b>Aquila Networks, Aquila, Inc.</b>	1997 - 2002
<b>Centerpoint Energy Minnegasco</b>	1981 - 1996

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**CURRENT POSITION**

Ms. Nathan is a Vice President of AEG, a management consulting firm that serves the needs of the utility industries primarily in the areas of energy services, strategic planning, diversification studies, forecasting, innovative rate designs, customer service, reengineering, and business plan development.

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**CONSULTING EXPERIENCE**

**Program Design and Implementation Service**

**Integrys Illinois – Peoples Gas and North Shore Gas (*ongoing*)**

- Developed portfolio of DSM programs to submit in compliance with Senate Bill 1918
- Served as key contact between Integrys program planning and Department of Commerce and Economic Opportunity for their portion of the regulatory plan.

**Energy East (RG&E/NYSEG)**

- Researched programs offered by NYSERDA (to minimize overlap) and other utilities in the area, got input from other team members about company load shapes and needs, and developed program portfolio concepts. Developed a budget for the programs.
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- Helped write up and edit filings and Information Requests from regulatory staff.
- Worked with RG&E/NYSEG to develop an account coding system to track expenditures, and trained people on the use of the system.
- Worked on RFPs and a matrix to evaluate RFP responses.

#### **Minnesota Energy Resources (ongoing)**

- Researched and developed a variety of new DSM programs; filed programs, program modifications, and Triennial Plans for approval; and responded to Information Requests.
- Implemented programs through contractors, making sure contracts are developed and properly executed, and processes are in place to track and report achievements. Updated web pages, IVRs, and scripts.
- Helped improve marketing to increase participation in programs.

#### **Missouri Gas Energy**

- Facilitated Collaborative.
- Developed proposed program portfolio and budget, had benefit cost analysis done, and performed sensitivity analysis on the benefit cost model.
- Provided oversight of program evaluation.
- Designed account coding system for MGE to help track expenditures.

#### **Empire District Electric and Gas**

- Developed program portfolio for gas service territory in MO, including participation rates, budgets, benefit-cost analysis, and program write-ups for regulatory filing.
- Developed the electric program update for their Arkansas service territory and new Oklahoma and Kansas programs for the initial program filing.

#### **Westar Energy**

- Reviewed RFP responses and advised on issues to consider when selecting the program design and provider for the residential load control program.
- Advised on pricing and contract negotiations.

#### **Laclede Gas Company**

- Facilitated the Collaborative through which a portfolio of gas DSM programs was developed for Laclede to implement.
- Developed a matrix of proposed programs with potential participation rates and budgets.
- Co-wrote program descriptions.

## **PROFESSIONAL EXPERIENCE**

#### **Kansas City Power and Light, Inc.**

- Led a team of 15 professionals in all facets of marketing, including new product development, test marketing, full implementation, product management, P&L responsibility and process improvements.
- Chaired community-wide planning process to develop a portfolio of demand-side management programs.
- Oversaw design, implementation, and evaluation of 12 energy efficiency and demand response programs, including testifying as expert witness in a variety of regulatory proceedings on proposed demand-side management programs.
- Led a collaborative-based advisory group.
- Revived the residential surge protection program through increased marketing and process efficiencies, resulting in a 21% increase in customers and 100% increase in EBIT.

#### **Aquila Networks, Aquila, Inc.**

- Served as 'Chief of Staff' to the Vice President and led a team of professionals with a budget of \$1 million. Responsibilities included strategic and annual planning, technical sales support, training and on-boarding, contract administration, policies and procedures, events, and development of customized customer relationship management software.
- Developed strategic plan for new Retail Services division. Drove and aligned annual planning, goals and objectives across all departments.

- Served as Director of Consumer Markets and led a team of marketing professionals with a budget of \$1.5+ million. Directed all marketing activities for 1.2 million residential and commercial customers, including marketing/communications plans, implementation plans, resource plans and business cases to ensure profitability of programs.
- Facilitated intra-division preparation for potential deregulation of part of the division.
- Consolidated marketing programs from eight utilities into standardized but flexible programs, decreasing marketing costs by 15% while continually increasing sales.
- Conceived, designed, and obtained approval to build a \$1.3 million Customer Relations Management/ Performance Measurement system. Implemented several modules of customer relationship management software designed to improve efficiency by \$400,000 per year and create institutional memory.
- Oversaw planning for the transition of Marketing, Sales, Load Research, Market Research, and Economic Development for M&A project. Received commendation from senior management for the training plan and was asked to assist in developing a similar process for other departments.

#### **Centerpoint Energy Minnegasco**

- Built a \$1.3 million conservation program into a \$7 million DSM program with a team of 13 consulting firms and an internal cross-functional team of 42 employees. Directed and implemented the DSM program through partnerships with sales and third party providers.
- Ensured compliance with regulatory and legislative requirements and testified as an expert witness at regulatory and legislative hearings for DSM.
- Obtained approval for DSM financial incentives, allowing the company to earn a bonus for exceeding goals in addition to recovery of margins lost from conservation.
- *Implemented the first load research program at Minnegasco through DSM for \$1 million.*
- Established a \$60,000 community development program resulting in over \$500,000 worth of free press and the facilitation of franchise renewals
- Certified to facilitate the Strategic Product Innovation new product development process.
- Published a 52-page booklet on energy conservation and sold it to other U.S. utilities.

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### **AFFILIATIONS**

- Association of Energy Services Professionals (AESP) –Current Board Member and Immediate Past Chair, past Consulting Editor, “Energy Services Journal”
- American Gas Association Advisory Task Force on IRP/ DSM –Past Member
- Gas Research Institute Advisory Task Force on Gas Load Research –Past Member
- Commissioner’s Advisory Task Force on Low Income Energy Programs for the State of Minnesota –Past Member
- Advisory Committee, University of Minnesota Cold Climate Housing Center –Past Member
- Public Relations Committee, Business Economics Education Foundation (BEEF) –Past Member and Resident Business Leader at BEEF Minnesota Business Venture Summer Camp
- American Gas Association Consumer Affairs Committee –Past Chair, Special Publics Subcommittee; Past Member, Consumer Affairs Exchange Committee
- Midwest Energy Association Marketing Committee Past –Member-At-Large and Officer, Midwest Gas Association Public Affairs Roundtable Steering Committee

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### **EDUCATION**

St. Thomas University, St. Paul, MN, M.B.A  
 Metropolitan State University, Minneapolis, MN, B.A. Business Management



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**Paul Velcenbach**  
**Assistant Vice President**

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Mr. Velcenbach has 30+ years supervisory experience in electric utility planning, conservation, engineering, systems, support services, and field operating organizations. Mr. Velcenbach's area of specialization is DSM Evaluation, Load Research, and Forecasting. He has a working knowledge of Customer Accounting & Billing Systems (CAS), and ability to program and analyze Customer Accounting data using Mainframe TSO-JCL-SAS.

Mr. Velcenbach holds two Masters; one in Information Systems from the Computer Science Department at the Polytechnic Institute of New York (Brooklyn Polytechnic), and the other in Industrial Engineering from C.W. Post College (Long Island University).

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**PROFESSIONAL BACKGROUND**

<b>Applied Energy Group, Inc.</b>	2009 - Present
<b>National Grid / KeySpan</b>	1999 - 2009
<b>LILCO</b>	1972 - 1999

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**CURRENT POSITION**

Mr. Velcenbach has worked for the Long Island Power Authority and New York Power Authority. Services provided to LIPA include:

- Updating LIPA's 10 year Efficiency Long Island (ELI) & Renewable Energy Plan Goals and Budgets
- Auditing Historical Cumulative MWH, MW and Goal Tracking Documents
- Screening New & Revised Program Measures using Levelized Cost and Benefit to Cost Analyses
- Using CAS account extracts to develop customer lists for target marketing, quality control audits of commercial rebate databases, sample designs for baseline studies, and PUI estimates by rate class for long range planning .

Services provided to NYPA included:

- Updating NYPA's Commercial Evaluation Criteria (i.e. Free Ridership, Spillover, Coincidence Factor, Line Loss, Non-Persistence).
  - Conducting Training Sessions in Program Evaluation for new employees.
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**EXPERIENCE**

**Clean Energy Initiative/Efficiency Long Island**

- Directed impact evaluation studies for CEI Information, Residential, & Commercial programs.
  - Recommended activation strategies for LIPAedge. Achieved coincidence with NYCA Peak in 2006 & 2007, reducing LIPA's ICAP requirements by an estimated value of \$1.5 million in 2008.
  - Prepared a multi-year summary documenting past, in-progress, and planned evaluation studies.
  - Performed an economic analysis of LIPAedge (& PRP) NYISO registration options, and compared the two load reduction program's TRC Benefit to Cost Ratios.
  - Evaluated back cast of ESO's neural network forecasting model and Forecasting's regression model to estimate the load reductions associated with LIPA's Public Appeal message.
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- Merged CAS account data extracts with AEG's residential & commercial LIPAedge database to identify incorrect account #'s. This was the first step in identifying new customers moving into existing LIPAedge homes.
- Developed the sample design for a telephone & on-site saturation survey of CFL's
- Worked with NYSERDA to revise their Workshop curriculum to incorporate recommended behavioral changes and energy efficient purchasing options supporting the Governor's 15 X 15 Energy Saving Goals, and expand the number of schools/teachers/students receiving LIPA's CEI/ELI message.

#### **Retail Services**

- Developed/updates Load Research sampling designs and directs the annual Load Research reporting of LIPA's 7 largest rate classes and largest customer (the LIRR).
- Developed a multi-year, regression analysis of residential and commercial, weather normalized, summer system sales (based on load research data) to determine the appropriate percent allocation of system normalized sales in the Monthly Sales Variance Report (produced by Forecasting) for the months of June through September.
- Developed an evaluation of the average kwh savings per residential customer attributed to the 3 week advance in the start date for Day Light Savings (DLS) in 2007 (based on residential load research data).
- Developed a two dimensional, stratified sample design for a Residential Appliance Saturation Survey (RASS) completed in May 2007. This was the first RASS report since these studies were discontinued a decade ago in 1997.
- Developed a three dimensional, stratified sample design for a Post Peak Day AC Inventory & Usage Telephone Survey. This survey was conducted after the August 8<sup>th</sup>, 2007 System Peak Day.
- Evaluated the PRP/EDRP program's Critical Day load reductions & customer incentive payments, and files for NYISO incentive payments to LIPA.

#### **Communications**

- Issued an annual Long Island Population report to LIPA, local municipalities, (1200 copies) for the past 9 years.
- Provided LIPA Communications (and KeySpan's ESO, Forecasting, & System Planning) with customer AC usage / saturation data and estimated MW load reduction by program (i.e. LIPAedge, PRP/EDRP, RIP SCR, Public Appeals/WGD ).

#### **Power Markets**

- Performed an analysis for the economic dispatch of LIPAedge on high load days.
- Initiated written requests to the NYISO to obtain a list of SCR participants in Zone K to avoid double payment of incentives, and to support LIPA's / Planning's Load & Cap model and Forecasting's Peak day analysis.

#### **Finance**

- Resolved NYISO billing debits & incentive payment credits related to EDRP energy reduction filings.
- Identified and investigated causes for reductions in the Month to Month growth in Net Active Meters.
- Estimated the number of Active & Active + Seasonal/Vacant accounts for Southampton Town E/O Shinnecock (i.e. to allocate billing surcharges for undergrounding a new transmission line).

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## **EDUCATION**

Polytechnic Institute of New York (Brooklyn Polytechnic), M.S. Information Systems Computer Science Department, 1984

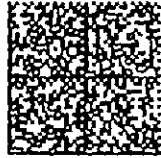
C.W. Post College (Long Island University), M.S. Industrial Engineering, 1978

Rensselaer Polytechnic Institute, B.S. Management (Industrial) Engineering, 1972



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