DEREK HASBROUCK

PARTNER



Derek HasBrouck advises utility industry clients and investors on topics ranging from utility strategy to operations improvement. He is an expert in benchmarking electric and gas utility businesses, utility regulation, and network reliability. He has led a number of after action reviews of restoration activities following major storms. He is currently leading the Winter Storm Fer after action review for Nashville Electric Service. For Vermont Electric Power Company, he led the planning and creation of a new electric transmission company, VT Transco LLC. Derek served as the Chief Financial Officer of VT Transco as it raised and deployed $750M to construct new transmission lines throughout Vermont. He has served as a Third-Party Neutral for construction disputes on a major transmission construction project, advised un-insured bondholders in the financial restructurings of the Puerto Rico Electric Power Authority and has led due diligence activities for the purchase or sale of interests in numerous electric, gas and water utilities.

PRIMARY EXPERTISE

- Utility Operations & Performance Improvement
- Financial Management
- Regulatory Strategy
- Reliability & Cost Reduction analyses and related regulatory matters
- Extensive FERC, State regulatory, and court testimony experience

CURRENT UTILITY CLIENTS

- Consolidated Edison of New York
- Long Island Power Authority
- Los Angeles Dept. of Water & Power
- CenterPoint Energy
- Florida Power & Light
- Nashville Electric Service

HIGHLIGHTED CONSULTING EXPERIENCE

Board of Directors of Nashville Electric Service

Partner in Charge of the conduct of an independent After Action Review of Nashville Electric Service's preparation for, response to, and restoration from Winter Storm Fern in January 2026. Our 30 day interim report has been publicly released, identifying 5 major areas in need of improvement, and work continues on our final report, to be completed by mid-June 2026.

CenterPoint Energy

Partner in Charge for the independent After Action Review (AAR) of CenterPoint Energy Houston Electric's preparation for, response to, and recovery from Hurricane Beryl and Expert Witness for the cost reasonableness for CenterPoint's activities associated with Hurricanes Beryl and Francine, Winter Storm Enzo, and the May 2024 Houston area Derecho. The AAR used the Beryl customer restoration curve to understand the experiences of customers following Beryl to identify opportunities for improvement from distribution system design to the communication of estimated times of restoration to customers.

Long Island Power Authority

Partner in Charge of a series of assignments for the Long Island Power Authority in support of their oversight of PSEG Long Island, the contract operator that operates LIPA's electric transmission and distribution system. These assignments have included virtually all aspects of emergency planning and response focused on major storms, including deep dives into senior executive crisis management, storm damage assessment, foreign crew guides, vegetation management practices, and transmission control center design. Other recent assignments for LIPA reviewed PSEG Long Island's capital project playbook, overtime management and controls, fleet management, and end to end property records management.

ReliabilityOne™ Program

Creator of PA's ReliabilityOne™ awards program, annually identifying, certifying and recognizing America's most reliable electric utilities since 1999. Our annual certification of reliability performance by our nation's most reliable electric utilities gives our team unique insights into the best practices for both blue sky and major storm operations of the very best utilities. These practices have evolved dramatically over the past 25 years and innovations such as power quality waveform analysis to detect failures before they interrupt customers and use of distributed resources to better manage the grid, the very best utilities continue to drive the industry forward.

Emergency Preparedness Drills for Storms, Wildfires, and other Hazards

Partner in Charge of multiple projects to train and develop utility leaders and staff in emergency preparedness and response across a range of potential hazards. These drills range from tabletop exercises to full functional exercises. They are designed to test emergency response plans (ERPs) and preparations under a range of scenarios and real world complications, do ensure preparedness and identify areas for further refinement of the ERP.

OTHER CONSULTING EXPERIENCE

- Partner in Charge for the commercialization evaluation by a top ten investor-owned utility of an artificial intelligence and machine learning based system to identify and locate precursors of electric faults caused by vegetation contacts, equipment failures, and other failure modes on medium voltage utility distribution systems. The objective of this initiative is to cost effectively shift the entire distribution asset management paradigm from "run to failure" to "just in time replacement".
- Partner in Charge for commercial and regulatory due diligence services for the potential acquisition of a major utility services contractor. Diligence activities included an evaluation of pole inspection, treatment, and restoration services in the marketplace, the market size for these services, and the regulatory and accounting construct that applies to these services.
- Partner in Charge for a review of Santee Cooper's Renewable Generation Procurement Plan and Integrated Resource Plan on behalf of the South Carolina Public Service Commission.
- Partner in Charge for a feasibility assessment of the digitization of vegetation management at the Long Island Power Authority.
- Partner in Charge for a reliability and resiliency diagnostic assessment for a major southwestern electric utility. Opportunities to expand the use of AMI data, integrate outage management and SCADA systems, and enhance asset management and resiliency planning were identified.
- Partner in Charge of a series of IT program management and testing assignments for the Los Angeles Department of Water and Power, the largest municipal electric utility in the country. Developed and implemented new program and project management processes and templates for all technology projects. Provided independent testing and quality assurance services for the deployment of an upgrade to the Department's Oracle customer billing system.
- Partner in Charge for commercial and regulatory due diligence services for the potential acquisition of a minority stake in a major electric and gas utility in the Pacific Northwest. Reviewed electric and gas capital and O&M spending plans, load forecasts, resource plans, reliability performance, rate case outcomes, regulatory rules and processes, and other business critical commercial and regulatory issues.
- Partner in Charge of a series of assignments for the Long Island Power Authority in support of their oversight of PSEG Long Island, the contract operator that operates LIPA's electric transmission and distribution system. These assignments have included virtually all aspects of emergency planning and response focused on major storms, including deep dives into senior executive crisis management, storm damage assessment, foreign crew guides, vegetation management practices, and transmission control center design. Other recent assignments for LIPA reviewed PSEG Long Island's capital project playbook, overtime management and controls, fleet management, and end to end property records management.
- Partner in Charge of the reorganization of Vermont Electric Power Company's transmission assets to form VT Transco LLC. This restructuring enabled equity and debt raises of more than $500M to fund an extensive transmission and fiber build-out, and reduced costs to Vermont electric customers by more than $10M annually in perpetuity
- Partner in Charge for the development of a Joint Pole Strategy for a major New York State electric utility, in the face of public and NYPSC pressure on "double woods", local municipal pressures for timely completion of pole construction/replacement projects, resiliency and grid hardening objectives, and the financial and regulatory

pressures applicable to all parties. The preferred strategy was to transition from an “out of compliance” parity model to a sole ownership model for at least new/replaced poles and ideally the entire pole fleet, but after a labor negotiation this became unrealistic. The strategy’s secondary path identified and implemented a wide range of actions to better align cost recovery with expended costs between the parties, improve financial planning and work efficiencies across joint owners, and help the NYPSC, municipal leaders, and the public at large have visibility into who the accountable party(s) are for specific issues.

- Partner in Charge of developing and implementing a “sole ownership” pole strategy to resolve a dispute over pole loadings, pole replacement determinations, pole replacement work scheduling, asset sale amounts due, and third-party attachment management across three electric operating companies. We modelled Hawaiian Electric Company’s actual pole installation and ownership costs, their cost recovery under the existing Joint Ownership Agreements, and analyzed rate base treatment under HPUC rules. We supported a several year negotiations with the Local Exchange Carrier with technical, attachment fee, financial, and regulatory analyses to help the parties reach an agreement to transition ownership of the pole fleet to a sole ownership model by Hawaiian Electric.
- Partner in Charge of the development of the “Other Operating Revenue” (OOR) Business Plan for a major West Coast Electric Utility. The vast majority of the existing and anticipated OOR revenue streams were from pole attachment, conduit rental, and antenna attachment services. We analyzed attachment formulas, attachment and rental rates, market prices of alternative solutions, expected growth rates, and developed a series of strategies to enhance revenue growth, optimize cost recovery, and grow market share across local exchange and competitive local exchange carriers.
- Partner in Charge for a market and comparative advantage analysis of composite pole products for utility applications. We conducted market research into specific use cases and identified the comparative advantages and disadvantages of using composite engineered poles versus wood, concrete, and steel alternatives. High value use cases include areas with extreme wind exposure and rear lot line pole replacement.
- Partner in Charge for a market and comparative advantage analysis of composite pole products for utility applications. We conducted market research into specific use cases and identified the comparative advantages and disadvantages of using composite engineered poles versus wood, concrete, and steel alternatives. High value use cases include areas with extreme wind exposure and rear lot line pole replacement.
- Partner in Charge for the preparation of a draft report benchmarking electric utility industry electric reliability and AMI investments and reliability performance results across a 20-year period for use in a class action litigation matter.
- Partner in Charge for the operations and maintenance performance, staffing, and expense review of a major coal fired generating station in the eastern US.
- Partner in Charge for the establishment of studies to support the allocation, and potentially capitalization, of certain amounts of corporate administrative and general expenses that support activities at a jointly owned electric generating station operated by our client.
- Partner in Charge for commercial and regulatory due diligence services for the potential acquisition of a minority stake in a FERC regulated electric transmission company operating in an ISO. Reviewed electric capital and O&M spending plans, load forecasts, generation interconnection queues, reliability performance, formula tariff filings, regulatory rules and processes, and other business critical commercial and regulatory issues.
- Partner in Charge for the commercialization evaluation by a top ten investor-owned utility of an artificial intelligence and machine learning based system to identify and locate precursors of electric faults caused by vegetation contacts, equipment failures, and other failure modes on medium voltage utility distribution systems. The objective of this initiative is to cost effectively shift the entire distribution asset management paradigm from “run to failure” to “just in time replacement”.
- Partner in Charge for commercial and regulatory due diligence services for the potential acquisition of a minority stake in a major electric and gas utility in the Midwest. Reviewed electric and gas capital and O&M spending plans, load forecasts, resource plans, reliability performance, major customer business profiles, regional macro-economic drivers, de-carbonization plans, rate case outcomes, regulatory rules and processes, and other business critical commercial and regulatory issues.
- Partner in Charge for the quality assurance review of a major California electric utility’s AI based planning and modelling systems, including data, models, governance, and human use for optimizing wildfire risk mitigation spend.
- Partner in Charge for a reliability performance assessment for a mid-sized electric utility in the Southwest. Lightning, tree contacts, and high winds were all major causes of outages, while shift configuration, dispatch, and staffing were all major drivers of outage duration.
- Partner in Charge of providing financial analysis and fund-raising support to fund the Vermont Public Power Authority’s 2008 and 2009 investments, including $35M of transmission and $25M for a new peaking unit.

- Partner in Charge for the review of service company cost allocation procedures and the audit of service company transactions for a multi-state water utility.
- Partner in Charge for the regulatory management audit preparation and audit support during the management audit of a major electric and gas utility.
- Third Party Advisor and Reviewer of the Human Resources and Compensation Audit of HydroOne by the Ontario Auditor General's Office. Provided expert advice on the audit workplan and a detailed critique of the draft audit report.
- Partner in Charge for the benchmark assessment of external stakeholder relations for a top 10 electric utility. This recurring annual assessment spans the company's economic regulator and the other energy, environmental and land use regulators it regularly deals with.
- Designated Third Party Neutral for the rapid resolution of construction related disputes amongst the owners of a major new transmission project.
- Partner in Charge of a series of generation resource planning, performance management and benchmark metric assignments for Hawaiian Electric Company. Identified significant opportunities to improve regulatory and external stakeholder communications through the use of industry benchmark data and assisted the regulatory team incorporate these data into 3 rate case filings and several high-profile reports to the Hawaiian Public Utilities Commission.
- Partner in Charge of a Succession Planning and Executive Development Program for a major public utility. Conducted independent assessments of each executive and worked with each executive to develop an individual development plan. Worked directly with the CEO to design an executive re-assignment plan, including a significant reorganization of the Customer Service, Sustainability, and Corporate Services functions, to further the development of each executive.
- Partner in Charge of PA's support for a consortium of leading utilities that benchmark financial and operational performance of Finance, Accounting, Human Resources, Information Technology, Supply Chain, Regulatory & Governmental Affairs, Legal, Environmental Affairs, Communications and Advertising.
- Founder of PA's Polaris T&D and Customer Service benchmarking programs. These programs have benchmarked North American electric utility operating costs, operational performance, and reliability metrics. Over 150 electric utilities have participated in these annual programs over twenty-five years.
- Partner in Charge for the pre-audit preparation and audit management of a regulator sponsored distribution network reliability audit of an East Coast utility. The preparation included a business risk assessment, development of desired audit outcomes, an audit management strategy and plan, interview preparation, data request management and draft report review.
- Engagement Director for the comprehensive, proactive review of the reliability of the T&D system for a major Midwestern utility. The analysis included primary customer research, employee focus groups, a comprehensive inspection of the physical system using a sampling protocol, a review of design, operating, maintenance and restoration policies, procedures and performance, and a benchmark analysis of system performance.
- Engagement Director for the post-mortem analysis of emergency preparedness and restoration efforts following a major ice storm for a major electric utility. We benchmarked the state of the system, guided client teams through route cause analysis, developed recommended improvements in emergency planning and developed reports on these topics for several interested regulatory and governmental bodies. Topics analyzed included emergency planning, resource mobilization, customer communications, pre-event maintenance and the supporting information systems.
- Senior Energy Partner responsible for the design and implementation of the new competitive wholesale electricity market for the Republic of Singapore. This advanced market co-optimizes energy, reserves and ancillary services using locational marginal pricing for all generation resources. PA delivered a complete market solution, from the initial market rules through to development and implementation of the wholesale market software.
- Partner in Charge of real-time, hands-on assistance in managing electric restoration efforts in the aftermath of two hurricanes in Florida.
- Partner in Charge for the due diligence reviews of several proposed sales of electric transmission assets. The due diligence reviews focused on the actual transmission assets to be transferred, their condition, levels of O&M and capital anticipated to be required to run the assets on an ongoing basis, and the related service contracts for the provision of some of these engineering, construction, operations, and maintenance services.
- Partner in Charge for the development of a Midwestern electric utility's operational excellence strategy. This business strategy used benchmarking techniques to establish top decile performance objectives for its coal generation, electric delivery, and customer service business units. Generation capital expenditures for emission controls were a significant driver in projecting top decile performance standards.

- Partner in Charge for the pre-audit preparation and audit management of a regulator sponsored distribution network reliability audit of an East Coast utility. The preparation included a business risk assessment, development of desired audit outcomes, an audit management strategy and plan, interview preparation, data request management and draft report review.
- Partner in Charge for the transformation of the contact center of a major publicly owned utility. Our team took over day to day management of this center for a year, as we transformed its performance based on the principles of execution excellence, accountability, learning organization, and fully leveraging available technology.
- Partner in Charge for sourcing and selection advice for a new Director of the Purchase to Pay process at a major public utility.
- Engagement Director for the regulatory and public affairs intervention following a major distribution system failure at a major East Coast utility. We researched, analyzed and prepared internal and external reports covering the technical issues, the regulatory issues and the related financial issues. We project managed the development of an Independent Review Board, the retention of an international engineering firm and targeted research by an industry research consortium.
- Engagement Director for the development of a strategic business plan for a newly formed electric and gas delivery company. Plans addressed tactical issues of improving reliability and service while under a rate freeze and longer-term strategic issues of business structure, profitability of system expansion and contestability of core work.
- Lead Consultant for the development of cost projections and associated revenue requirements for the proposed municipal utility resulting from a major municipalization case.
- Engagement Director for the comprehensive, proactive review of the reliability of the T&D system for a major Midwestern utility. The analysis included primary customer research, employee focus groups, a comprehensive inspection of the physical system using a sampling protocol, a review of design, operating, maintenance and restoration policies, procedures and performance, and a benchmark analysis of system performance.
- Engagement Director for the post-mortem analysis of emergency preparedness and restoration efforts following a major ice storm for a major electric utility. We benchmarked the state of the system, guided client teams through route cause analysis, developed recommended improvements in emergency planning and developed reports on these topics for several interested regulatory and governmental bodies. Topics analyzed included emergency planning, resource mobilization, customer communications, pre-event maintenance and the supporting information systems.
- Engagement Director for the concept development, business plan development and rapid launch of an outsourced distribution facility management subsidiary for a major utility holding company. We developed the business case, financial modelling tools for prospective transactions, marketing and sales collateral, information systems architecture plans, and we provided direct sales and transaction execution support for the first few customers. The first-year value creation of the subsidiary exceeded $100 million.
- Engagement Director for a benchmark evaluation of distribution O&M costs and reliability for an East Coast electric utility. Results demonstrated a high level of reliability and identified over $10 million in feasible operating cost reductions.
- Lead Consultant in the restructuring of a major Midwestern utility's retail operations. Competitive business units and businesses were established with the objective to minimize the degree and extent of future regulation while increasing near-term profits.
- Engagement Director for the benchmark evaluation of T&D material management for a major Midwestern utility. The study identified, focused management attention on, and set forth a plan to achieve savings of over $8 million annually.
- Engagement Director for a process reengineering project for a Northeastern combination utility's electric and gas metering operations. Client team achieved annual operating cost savings of over $2 million, inventory investment reduction of $3 million, and customer satisfaction improvements of 20%.
- Engagement Director for the process reengineering and specification of an integrated Work Management System and Geographic Information System for the retail section of a Fortune 500 utility.
- Engagement Director for a market and competitor assessment for a broadband utility communications provider. Key results included prioritized sales targets, key product discriminators and targeted sales messages.
- Engagement Director for the concept evaluation and business plan preparation for a proposed wholesale power market service. Based on this plan, the holding company board approved a new subsidiary with projected revenues of up to $100 million.

- Engagement Director for a benchmarking evaluation of retail energy marketing practices for a combination utility. Customer loyalty programs and specialized services for key accounts are now in place, based on study recommendations.
- Engagement Director for a benchmark evaluation of LNG plant operations in the United States. World class plant design, operations and maintenance practices were identified and internalized for use within our client's business.
- Engagement Director for a process reengineering assignment focusing on the customer inquiry process. Redesigns not requiring a new CIS resulted in 30% reductions in costs with measured, significant improvements in customer perception and satisfaction.
- Engagement Director for the determination of optimal and minimal regional staffing for a major electric and gas utility. Linear programming techniques were used to analyze workloads, service levels, and resource requirements by work headquarters. Recommendations led to the consolidation of eight work headquarters and an 18% reduction in full-time staff. Cost savings of over $10 million per year were achieved.
- Engagement Director for a market potential assessment for a distribution automation product. The electric utility and water distribution markets were analyzed, and no attractive niche was identified. Product development resources were shifted to alternative product concepts.
- Engagement Director for a multi-functional benchmarking and process improvement program for a major electric and gas utility. Targeted areas benchmarked by a joint client-consultant team resulted in annual savings of over $5 million, and service level improvements of 15% to 30%.
- Engagement Director for the development and implementation of a product management approach and organization for a major electric utility. This leading-edge management approach is designed to leverage proven consumer goods marketing techniques to help shape deregulation and drive performance improvement.
- Engagement Director for the design and implementation of a strategic planning, goal setting and incentive compensation system for a major Southeastern electric utility. The program replaced a fragmented, unstructured planning process that led to poor and sometimes conflicting departmental goals. The Board of Directors, front-line employees and all levels of management in between now clearly understand what is expected and are motivated to achieve.
- Engagement Director for the development of a corporate benchmarking program for an Eastern gas and electric utility. The program established a cohesive set of corporate-wide benchmark measures and designed a process to stimulate functional benchmarking as part of the ongoing management process.
- Engagement Director for the development of a new, market-driven approach to the outdoor lighting business for a major Western utility. Product options were dramatically increased to meet the needs of specific customer segments, resulting in substantially increased market share, improved profitability and improved relations with local municipalities.
- Engagement Director for the review, benchmarking and process improvement of the inventory accuracy measurement system for a major Midwestern utility. Revised reporting system clearly highlighted operational problems, while requiring significantly less manual entry, review and auditing.
- Engagement Director for the business process analysis and reengineering across the retail operations of a major electric utility. The project team identified, analyzed, and reengineered the fundamental business processes of the utility, helping to achieve a product/market orientation throughout the organization, while reducing capital and operating costs substantially.
- Engagement Director for the effectiveness review of the corporate engineering and corporate T&D departments of a major Southwestern utility. The study identified critical gaps in responsibility for costs, schedules and the introduction of new technologies and approaches. Recommendations included a revised organization, new cost controls, improvements to internal and external customer service and a structured approach to evaluate and implement new technologies.
- Engagement Director for the evaluation of an Eastern natural gas distribution company's Automated Meter Reading (AMR) demonstration project. Customer satisfaction, operational savings and related operational benefits were quantified and modelled relative to the system's cost. This model was subsequently used to evaluate alternative implementation scenarios and develop the company's AMR strategy.
- Engagement Director for the diagnostic review of engineering and construction functions at a large Southern water utility. Identified design process, contract administration and workforce management improvement opportunities worth in excess of $5 million.
- Engagement Director for a distribution construction improvement program at a large Southern municipal utility. Facilitated the development by client analysts of an improvement plan with significant customer service improvements and construction savings of 15% annually.

- Project Manager for a review of electric operations at a major Southern utility to develop a long-range labor relation's strategy. Reviewed fossil and hydro generation, T&D construction and maintenance, dispatch, engineering, metering, meter reading and related support activities. Developed a three bargaining cycle plan to fundamentally alter the employer-employee relationship.
- Lead Consultant for a diagnostic review and productivity improvement program at a major Northwestern municipal utility. Responsible for the hydro generation, engineering, substation, materials management, and T&D functional areas. The project resulted in reorganization, redefinition of job responsibilities, revised maintenance programs, and improved training activities which dramatically improved the work environment, customer service performance, and cost competitiveness of the utility.
- Project Manager for a generating station operations study for a leading Southwestern investor-owned electric utility. Project assessed the strategic direction for plant operations through a benchmarking approach, restructured the station organization and identified methods for improved cost performance by 40% and production reliability by 10% in a competitive bulk power market.
- Project Manager for market potential assessments of utility provided electric service monitoring and solar cell generation services. Identified high potential customer segments, key product attributes and the competitive advantages of the product and the supplier. Recommended essential product and service modifications to achieve marketplace success.
- Lead Consultant for a diagnostic review of line crew, labor crew and tree crew operations for a large West Coast municipal utility. Identified opportunities to achieve a 20% reduction in field forces.
- Project Manager for the development of a power supply planning process and 20-year supply plan for the City of Glendale Public Service Department. The planning process evaluated all supply options given the new emission regulations, established the least cost compliant supply strategy and identified key external trigger events to be monitored.
- Project Manager of two concurrent improvement projects for the City of Glendale Public Service Department. These projects identified and implemented significant effectiveness and efficiency improvements in engineering and construction, and defined material management improvements that eliminated the need for additional warehouse space and reduced inventory investment by 15%.
- Lead Consultant for the development of a workload-based expense budgeting process for gas and electric operations at a major West Coast utility. Implemented management process changes to improve cost-performance evaluations by line management of ongoing and proposed maintenance activities.
- Project Manager for the development and implementation of a workload-based expense budgeting process for the bulk power transmission and substation maintenance organization of a major utility. Designed the management processes used to evaluate and prioritize work volumes and funding levels for the O&M budget.
- Lead Consultant for a review of the capital and O&M budgeting process at a large East Coast utility. Identified improvement opportunities in the process and staffing reductions within the function.
- Project Manager for a study of senior management information needs at a large Eastern holding company. Inventoried and evaluated approximately 1,000 existing reports. Defined 100 key indicators for senior management. Guided changes in information reporting philosophy and systems to increase the quality and decrease the quantity of executive information.
- Lead Consultant on a joint consultant/client team at a major electric utility, studying crew staffing and supervision. Identified, recommended, and implemented a 30% reduction.

TESTIMONY EXPERIENCE

CenterPoint Energy

Prepared the Independent After Action Review of CenterPoint Energy's preparations for, response to, and restoration following Hurricane Beryl.

Expert Witness in the cost recovery proceedings before the Public Utilities Commission of Texas for Hurricane Beryl, Hurricane Francine, Winter Storm Enzo, and the Derecho that struck the Houston area in May 2024.

NHEC vs. Consolidated Communications

Filed expert report, supplemental expert report, and rebuttal report addressing the differences between the terms of the pole joint use contract between the parties and the current administration of and billings under that contract. This matter was brought before the New Hampshire Superior Court in Hillsborough County.

Matters related to the Puerto Rico Electric Power Authority

Filed declarations as to the appropriate financial management of the Puerto Rico Electric Power Authority (PREPA) and extent of the damage caused by Hurricane Maria to the PREPA system before the United States District Court for Puerto Rico on behalf of certain un-insured bondholders of PREPA.

Vermont Electric Power Company

Testified regularly before the Vermont Public Service Board and FERC on transmission business issues ranging from construction cost estimates and project financing requirements to transmission company tariffs and tariff disputes during my tenure as the Company's Chief Financial Officer.

Southern Minnesota Municipal Power Agency and the City of Rochester, MN.

Expert Witness for financial management issues in a dispute between Southern Minnesota Municipal Power Agency and the City of Rochester, MN in Federal Court.

Central Maine Power

Expert Witness on the level of corporate costs allocated to Central Maine Power and the assignment of those costs between CMP's Transmission and Distribution businesses on behalf of Central Maine Power before the Maine Public Utilities Commission.

EPCOR

Expert Witness on corporate cost issues on behalf of EPCOR before the Alberta Energy Commission. The necessity of certain indirect costs to provide utility service, the cost effectiveness of the provision of those services, and the appropriate allocation of the cost of these services between business units were addressed.

2003 Blackout Litigation

Expert witness for research on historical network reliability performance for two major pieces of litigation arising from the August 2003 blackout. Expert Witness on transmission business management issues, including resource allocation, capital spending, maintenance spending and asset performance on behalf of First Energy in two class action lawsuits before the Public Utility Commission of Ohio.

Public Service of Colorado

Expert Witness on distribution capital & O&M spending, distribution reliability measurement and service level standard setting issues on behalf of Public Service of Colorado before the Colorado Public Utilities Commission.

Northern States Power (MN)

Expert Report filed with the Minnesota Public Utilities Commission in response to allegations of fraudulent electric outage reporting raised by the Minnesota Attorney General and St. Paul newspaper.

We conducted an extensive business process review and statistical sampling analysis of electric outages state-wide to determine the impact, if any, of the alleged under-reporting.

Major Chemical Company

Expert Witness for reliability issues in a dispute between a major petrochemical company and the local transmission service provider in Federal Court.

Hydro One Network

Expert Witness on distribution rate impact mitigation approaches on behalf of Hydro One Networks before the Ontario Energy Board.

PHI Holdings

Expert Witness on service quality and reliability issues on behalf of Potomac Electric Power Company and Conectiv Energy as part of their merger application before the utility regulatory commissions of Maryland, Delaware, New Jersey, and the District of Columbia.

Commonwealth Edison

Expert Witness on T&D reliability indices and the analysis of T&D reliability data on behalf of Commonwealth Edison before the Illinois Commerce Commission.

Delmarva Power & Light

Expert Witness on T&D service quality standards, reliability indices, and associated performance incentive and penalty mechanisms on behalf of Delmarva Power & Light before the Delaware Public Service Commission.

Entergy Texas

Expert Witness on T&D system restoration performance following a major ice storm on behalf of Entergy Texas before the Public Utility Commission of Texas.