



RICHARD A. MAZZINI, PE

BACKGROUND

Richard Mazzini is an independent consultant with more than thirty-five years of experience in the electric industry. He has served as Lead Consultant on numerous engagements in the United States, Canada, Europe and the Caribbean. His major consulting assignments have focused on the areas of strategic planning, cost management, utility operations, power market strategies and transactions, risk management and regulatory matters.

AREAS OF EXPERTISE

- Power marketing and risk management
- Utility operations, including nuclear and other power production
- Management and regulatory audits
- Cost management
- Strategic planning
- Organization analysis
- Project management

PRIOR POSITIONS

- Senior Vice President for ABB Energy Consulting, responsible for managing consulting engagements for a variety of US and European energy firms.
- Principal for Navigant Consulting, Inc., involved in numerous consulting engagements serving the electric utility industry in competitive initiatives.
- Senior Vice President for the Washington International Energy Group, responsible for the firm's competitive positioning practice.
- Served in a variety of management positions for Pennsylvania Power & Light (PPL Corporation). Responsible for strategic business planning, rates, bulk power marketing, system operation, management of non-utility generation contracts, rate design, market research and contract

negotiations with large customers. Key management roles in cost management, planning and scheduling for all Susquehanna nuclear station design, licensing, and startup activities including outage management.

EDUCATION AND ASSOCIATIONS

- M.S. in Nuclear Engineering from Columbia University
- B.E.E. (Electrical Engineering) (cum laude) from Villanova University
- Registered Professional Engineer – Pennsylvania
- Member, American Nuclear Society
- Member, Institute of Electrical and Electronics Engineers

CONSULTING EXPERIENCE

Nuclear Project and Cost Management

Omaha Public Power District (OPPD) – Lead consultant responsible for design and implementation of a cost management program for a major overhaul of the Fort Calhoun Station. This \$400 million project involved replacement of the two steam generators, pressurizer and reactor vessel head.

Energy Northwest – Assistance in preparation for an extended nuclear plant outage, including evaluation of contract management and cost management practices.

Tennessee Valley Authority (TVA) – Evaluation of cost estimates for the completion of a nuclear unit whose construction had previously been suspended.

Management Audits

Public Service Commission of New York – Project Manager for a management audit of Con Edison. Scope included corporate planning, load forecasting, system planning, budgeting, project management, work management, performance measures and procurement and hedging of electric and gas supply. Project Manager for a 13 consultant team.

Public Service Commission of New York – Consultant supporting an operational audit of Con Edison's reliability and emergency response planning and processes.

Public Service Commission of New York – A management audit of Iberdrola. Assistant Project Manager for a 14-member consultant team.

Arizona State Corporation Commission – Lead Consultant for audit of Arizona Electric Power Cooperative which included reviews of fuel procurement and management, bulk electricity purchases and sales, power plant management, operations and maintenance, energy clause design and operation, and other issues affecting the prudence, reasonableness, and accuracy of costs that passing through the fuel and energy clause.

Kentucky Public Service Commission – Lead Consultant for audit of East Kentucky Power Cooperative, which included examinations of Governance, Planning, Finance, and Budgeting.

National Grid – Project Manager for a company-sponsored management audit focused on organization, cost allocation and affiliate transactions.

Iowa Utilities Board – Lead consultant on a management audit of Interstate Power & Light, responsible for construction program, electric operations and emergency management.

St. Vincent Electricity Services, Ltd. – Consulting support for a management audit commissioned by the Board of Directors. Scope included generation, transmission, distribution, organizational assessment, safety, procurement and fuel.

Generation and Utility Business Strategy

Omaha Public Power District – Project Manager and lead consultant for an extensive strategic business planning initiative. This multi-phase project spanned one year and included (1) asset evaluation, estimation of potential stranded costs and stranded cost mitigation strategies; (2) business growth strategies, including retail retention and expansion, new products and services, new utility businesses, wholesale marketing and bulk power trading; (3) corporate restructuring through the formation of four new business units; (4) organization design, including the creation of two new marketing organizations and a new trading floor; and (5) regulatory and legislative strategy development.

Omaha Public Power District – Project Manager and lead consultant for a follow-up analysis to the above project a year later to recommend added steps and course corrections. Provided new recommendations on organization design, customer service, stranded costs, energy marketing and trading initiatives, risk management, new business development, new products and services and strategic planning processes.

Barbados Light & Power Company – Project Manager and lead consultant for a strategic planning initiative. Major areas of attention included new generation options, regulatory strategies, competitive threats, tariff design, new business opportunities, human resource issues, and planning processes.

Barbados Light & Power Company – Project Manager and lead consultant for the development of a model for the risk analysis of various new generation investments.

SaskPower (Saskatchewan) – Project Manager and Lead Consultant for development of a strategic plan for the Power Production Business Unit. The project included asset valuation and optimization, transmission plans and strategies, efficiency improvement, market analysis and organizational options.

A Large Canadian Provincial Electric Utility – Strategic planning and business support in the analysis of future generation and transmission options associated with a major new generation construction project.

City Council of Los Angeles (California) - Advice to the Council on the strategic plans of its municipal electric utility. Conduct of a workshop for the Council and staff on restructuring and competitive issues. Review of power marketing alliance strategies.

Riverside Public Utilities (California) - Analysis of the potential to sell all or part of the utility. Development of a new business vision and strategy. Analysis of outsourcing and alliance possibilities. Development of a power supply alliance, including design of the venture, development of RFP, evaluation of bidders, selection of finalist and negotiations. Organizational design and implementation. Planning and project management support for activities leading to open access.

Lower Colorado River Authority – Consulting support for strategic review and development of alliance strategies. Facilitation of management workshop to develop strategic responses to key issues and to examine options for strategic alliances.

ElectriCities of North Carolina – Consultant supporting business simulations and strategic planning for the North Carolina Power Agencies.

4-County Electric Cooperative - Strategic planning support for the Chief Executive Officer and Board of Directors. Designed and facilitated a planning workshop for the Board of Directors and key managers. Followed up with subsequent action plan for the Board.

Green Energy Coalition – Design and implementation of a model, and preparation of associated testimony, to evaluate economic options for power system expansion. The model was used in the support of a review of the Ontario Power Authority's long term plan.

Power Procurement, Marketing and Risk Management

Public Service Commission of Maryland – Consultant supervising the various auctions for procurement of power for Maryland’s standard offer service (SOS) customers and support for the PSC in their analysis of new approaches to SOS supply.

Public Service Commission of Maryland – Provided consulting support to the PSC in the approval of the settlement agreement relating to Standard Offer Service (SOS).

City of Seattle (Washington) – Review of the City’s utility, commissioned by City Council and the Office of City Auditor, to analyze financial strategies, power market and risk management strategies and governance schemes.

Electricité de France – Provided support in the planning, analysis, structure and negotiation of a large international energy trading and marketing alliance.

Electricité de France – Supporting services for the implementation of a large trading and marketing alliance in Europe, including reporting and control processes and training workshops for employees.

SaskPower - Project Manager and lead consultant for the expansion of the bulk power marketing program and creation of an energy trading floor. Work included extensive recommendations on corporate structure, organization, trading and marketing strategies, trading floor characteristics, management controls, risk management strategies, training, alliance building and external interfaces.

New York Power Authority – Consulting support for an internally sponsored audit of energy risk management functions.

New Jersey Bureau of Public Utilities – Evaluation of the gas supply and hedging programs of the four New Jersey gas distribution companies.

New Utility Business Development

BGE Corporation (Constellation Nuclear Services) – Project Manager and lead consultant for the business analysis, planning, design and startup of a new subsidiary business (nuclear re-licensing) for the client.

Electricité de France – Provided business planning and analysis services in the furtherance of the utility’s wholesale and retail businesses. The work included research and analysis of potential gas partnerships, trading alliances and development of new retail markets throughout Europe.

Tennessee Valley Public Power Association – Project Manager and lead consultant for a survey and analysis of the Association’s more than 150 member

utilities. Produced an analysis with recommendations for the products and services that can best serve the members in a deregulated environment.

Tennessee Valley Public Power Association - Project Manager and lead consultant for development of a comprehensive new business strategy that reinvented the Association for a competitive environment. Key elements of the plan included a new expanded focus on government relations and the influencing of public policy, as well as the creation of four newly created business units and business endeavors.

Municipal Electric Association (Ontario) – Project Manager and lead consultant for the development of a definitive business plan for a new power procurement business on behalf of the Association’s more than 250 municipal electric utilities. Work included initial feasibility assessments followed by a complete actionable plan for the creation of the new organization, including structure, organization, staffing, financing, market analysis, contingency plans, product offerings and promotional strategies. The resulting new company became a reality in late 1997.

ENERconnect (Ontario) – Served as interim Vice President of Marketing and Customer Service for the startup of this new power procurement and services company. Project Manager and lead consultant for the development of a detailed operational plan for startup. Assisted in all aspects of startup including organizational design, business strategies, product design and development and support to executive management and the Board.

ABB Energy Solution Partners – Consulting support for ESP-sponsored projects, including customer and project research, project structure, energy supply options, alliances and preparation of proposals. Included regulatory research and discussions in Nevada, Michigan, New Jersey and New York.

Ambient Corporation – Consulting support for strategic and tactical business planning for this startup firm specializing in power line communications (PLC), including development of commercialization plan and supporting management processes, support of business plan, product and service development, regulatory strategies and financing documentation.

Transmission and Distribution

NorthWestern Energy – Lead Consultant for Gas and Electric Infrastructure Improvement initiative to formulate long-range integrated infrastructure plans. Included development of the case for action, the technical strategy and plan, implementation strategies and support of regulatory considerations.

Maine Public Utility Commission – Consulting support for the evaluation of the Main Power Reliability Project, a \$1.5 billion transmission project.

Alberta Electric System Operator – Analysis of transmission loss methodologies for the Alberta market.

A Large Canadian Provincial Electric Utility - Business planning support for the transmission business unit. Analysis of the business potential of new transmission opportunities. Analysis of US transmission policies and their potential impact on a Canadian player in the US markets.

Analysis of Business and Performance Issues

Arizona Corporation Commission – Benchmarking analysis of Arizona Public Service. This study covered a ten-year audit period and benchmarked Arizona Public Service’s performance with the following metrics: Operational Performance, Cost Performance, Financial Performance, Affiliate Expenses, and Hedging & Risk Management.

Virginia State Corporation Commission – Evaluation of the public interest questions associated with the transfer by Allegheny Energy’s utility operating subsidiary (Potomac Electric) of all of its electricity distribution operations business and facilities in Virginia to two rural electric cooperatives.

Nova Scotia UARB – Evaluation of a requested load retention tariff with associated testimony.

Nova Scotia UARB – Evaluation of a proposed bio-mass project and associated testimony.

Nova Scotia UARB – Analysis of power plant performance.

Federal Energy Regulatory Commission (FERC) – Consultant supporting a review of the California ISO. Examined governance issues, operating procedures, transmission planning and analysis, organizational issues, interfaces with stakeholders and recommendations for the restructuring of the California market.

ElectriCities of North Carolina – Consultant supporting analysis of the Carolina P&L – Florida Progress merger with resulting strategies and negotiations on behalf of ElectriCities.

RECENT ARTICLES

- “A Framework for Defining Loss Calculation Methodologies”, IEEE Power Engineering Society General Meeting – June 2007
- “Risk Analysis of New Generation Options”, CARILEC (Association of Caribbean Utilities) Conference – July 2003.