

SECTION 8.0  
Curriculum Vitae

# CURRICULUM VITAE

## Gilles Volpé

### EDUCATION

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1988 Bachelor of Business Administration, University of New Brunswick

### BUSINESS EXPERIENCE

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2009– Present Enbridge Gas New Brunswick, Fredericton, New Brunswick

2012 – Present General Manager

Responsible for providing overall strategic and policy direction for EGNB and for overseeing its ongoing development and operations.

2009-2012 Manager, Customer Experience

Member of the Senior Management Group, responsible for delivery of the overall customer experience, including installations, service, billing, and customer care activities.

1988 - 2008 NBTel/Bell Aliant, New Brunswick

2007-2008 General Sales Manager - Wholesale Carrier Services

Responsible for Bell Aliant's wholesale and carrier suite of services to national and international telecom carriers.

2006-2007 Team Lead - Customer Engagement, IP Evolution Team

Responsible for the development and implementation of the IP Evolution professional services practice.

2005-2006 Industry Sales Manager– Education

Responsible for the sales and service development strategy in the development of ICT solutions for the Education industry in Atlantic Canada.

1996-2005	Director- Government of New Brunswick Accounts  Responsible for the Province of New Brunswick, in the development and sales of ICT based solutions and services.
1988-1995	Various Other Positions within NBTel  Including Senior Industry Manager – Education, Multimedia Applications Manager, District Sales Manager, Communications Consultant

### **REGULATORY EXPERIENCE**

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New Brunswick Energy and Utilities Board	Appeared as a witness in regulatory proceedings, representing Enbridge Gas New Brunswick on matters related to rates, rate review and the rate setting methodology.
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### **OTHER EXPERIENCE**

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2003-2008	Member of the New Brunswick Research and Productivity Council (RPC) Board of Directors
2002-2003	President of New Brunswick Information Technology Week, as part of Industry Canada's National IT Week
2001	Member of the Government of Canada Millennium Scholarships New Brunswick Review Committee
1998	Senior Consultant, NBTel Global Inc, Sydney Australia
1996-1997	Member of the Board of Directors, New Brunswick Training Group Inc
1994-2000	Co-President and member of the Board of Directors of Dialogue New Brunswick
1993-1994	President (1993-1994) of the Board of Junior Achievement of the Republic of Madawaska



2000 – 2001	Assistant Controller (Transmission & Distribution Unit)
	Responsible for leading the financial accounting and reporting functions.
1998-2000	Irving Transportation Services, Fredericton, New Brunswick
1998-2000	Manager of Accounts Payable
	Responsible for payment processing of five transportation companies.
1997 – 1998	Department of Health & Community Services, Province of New Brunswick, Fredericton, N.B.
1997 – 1998	Internal Auditor
	Responsible for internal audit activity.
1991 - 1997	Blue Cross of Atlantic Canada, Moncton, N.B.
1991 – 1997	Business Analyst, Team Leader & Field Auditor
	Responsible for performing on-site audits and investigations.

## **REGULATORY EXPERIENCE**

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New Brunswick Energy and Utilities Board

Appeared as a witness at a number of regulatory proceedings, representing NB Power on matters related to revenue requirement and cost of service methodology for the Open Access Transmission Tariff and representing Enbridge Gas New Brunswick on matters related to rates, rate review and the rate setting methodology

## **OTHER EXPERIENCE**

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2012-2013	President, Certified Management Accountants New Brunswick Board
2010-2013	Member, Certified Management Accountants New Brunswick Board
2013-2015	Treasurer of Laubach Literacy Board
2001-2012	Advisor (2001-2003) and Board member (2004-2012) with Junior Achievement of NB (Fredericton)
2002-2006	Treasurer of Hip-Hip Hooray walk for Orthopedics (Fredericton chapter)

# CURRICULUM VITAE

## Pamela Mayo

### EDUCATION

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- 2002 Certified Management Accountant Designation (CMA)
- 1995 Bachelor of Arts – Administrative and Commercial Studies, University of Western Ontario, Specialization in Finance and Economics, Dean’s Honour List

### BUSINESS EXPERIENCE

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- 2008–Present Enbridge Gas New Brunswick, Fredericton, New Brunswick
- 2015–Present Manager, Regulatory Finance
- Member of the Business Operational Team, responsible for leading the budget and forecast reporting and leading the regulatory finance function
- 2012–2013 Supervisor, Budgets & Financial Reporting
- Responsible for leading the financial accounting, financial reporting, budget and forecast reporting as well as supporting the regulatory finance functions
- 2012–2012 Supervisor, Budgets & Forecasting
- Responsible for leading the budget and forecast reporting as well as supporting the regulatory finance functions
- 2008–2012 Forecast Analyst
- Responsible for the budget and forecast reporting as well as supporting the regulatory finance functions
- 2006–2008 Irving Transportation Services, Fredericton, New Brunswick
- 2007–2008 Controller
- Member of the Senior Team for Sunbury Transport Division, responsible for financial activities
- 2006–2007 Assistant Controller
- Responsible for leading the financial accounting and reporting functions
- 2005–2006 Province of New Brunswick, Fredericton, New Brunswick
- Examiner

	Responsible for audit and compliance with provincial legislation
2002 – 2005	Zee Medical Canada Inc, Burlington, Ontario
	Operations/Office Manger
	Member of the Senior Team, responsible for leading the financial activities and warehousing operations
1999 – 2000	Proshred Holdings Limited, Toronto, Ontario
	Accounting Manager
	Member of the Senior Team, responsible for leading the financial activities
1996 – 1999	TASP International, Toronto, Ontario
	Accountant/Office Manager
	Responsible for leading the financial accounting and reporting functions
1995 – 1996	University of Western Ontario, London, Ontario
	Internal Auditor
	Responsible for audit and compliance with policies and procedures

## **REGULATORY EXPERIENCE**

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New Brunswick Energy and Utilities Board

Prepared filed information and supported the interrogatories and undertakings presented at a number of regulatory proceedings for EGNB on matters related to revenue requirement and cost of service methodology. Appeared as a witness representing Enbridge Gas New Brunswick on matters related to rates, rate review and the rate setting methodology

## **OTHER EXPERIENCE**

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2005-Present	Advisor (2005-2010) and Council member (2010-Present) with Junior Achievement of NB (Fredericton)
2002-2005	Advisor with Junior Achievement of ON (Burlington)
1992-1995	Advisor with Junior Achievement of ON (London)

## H. EDWIN OVERCAST

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### Director

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*Strategic Planning*  
*Mergers & Acquisitions*  
*Due Diligence Support*  
*Pricing and Rate Design*  
*Economic Analysis*  
*Legislative Analysis*  
*Industry Restructuring*  
*Organizational Management*  
*Competitive Market Analysis*  
*Expert Testimony*  
*Open Access and*  
*Unbundling Implementation*

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A specialist in the practice areas of regulatory policy and economics, energy pricing and rate design, economic analysis, strategic planning, legislative analysis, industry restructuring analysis, competitive analysis and open access and unbundling implementation.

### Professional Employment

1999-Present      Energy Management Solutions, Black & Veatch  
Company  
*Director*

1989-1999      AGL Resources, Inc.  
*Vice President, Strategy Planning and Business*  
*Development*

1978-1989      Northeast Utilities  
*Director, Rates and Load Research*

1975-1978      Tennessee Valley Authority  
*Economist, Rate Branch*

1990-1995      Georgia State University  
*Instructor, Economics (part-time)*

### Education

Virginia Polytechnic Institute  
and State University, Ph.D.,  
1972

1974-1975      East Tennessee State University  
*Assistant Professor of Economics*  
*Associate Director of Bureau of Business and Economic*  
*Research*

King College, BA in  
Economics, 1969

1972-1974      Elon College  
*Assistant Professor of Economics*

### Years Experience

35 years

### Professional Experience

#### Joined Black & Veatch

2005

#### Utility Ratemaking and Regulatory Policy Analysis

Dr. Overcast has been responsible for a wide variety of electric and gas pricing and cost analyses. He has had operational and strategic responsibility for both the electric and gas utility tariff design, including comprehensive unbundling cost analyses and tariff administration. He has provided expert testimony before state and federal regulatory agencies on a number of rate and regulatory policy issues related to unbundling, cost of service (marginal, fully allocated and unbundled cost studies, alternative regulation), performance-based regulation and price cap regulation, strategic and market-sensitive pricing, bypass economics, integrated resource planning, weather normalization adjustments, sales and revenue forecasts, pro forma adjustments and revenue requirements, rate and regulatory policy for cogenerators, energy buy-back rates, revenue sharing and adjustment mechanisms, competition and fuel switching, transmission pricing and a variety of policy issues including unbundling proposals, line extension policy

and rate discounting and recovery. He has testified before the FERC in electric, gas and oil pipeline matters.

Dr. Overcast has also testified in both federal and state courts on matters related to rate design, mergers and acquisitions, anti-trust and regulatory policy. He has testified before both federal and state legislative bodies on deregulation, restructuring, regulatory policy and other issues arising out of restructuring legislation including stranded cost recovery, competition and public policy.

### **Economic Analysis**

Dr. Overcast has been responsible for variety of economic analyses related to merger and acquisition, new business development, bypass, special contracts, marginal cost, time-of-use pricing, service area expansion, pipeline and other facilities expansion, competitive pricing, anti-trust, municipalization, new product development and others. He has provided forecasts of sales, prices, peak day and other similar analyses for planning and regulatory proceedings. He has prepared economic analyses of unbundling and the potential impact on revenue, earnings, stock price and economic value added.

### **Strategic Planning**

Dr. Overcast has been responsible for the development of strategic plans for both the regulated and non-regulated business units. His experience includes corporate reorganization to position a regulated enterprise to open its markets to competition; the preparation of business plans for regulated and non-regulated companies including energy marketing initiatives and other service providers. He has helped to prepare estimates of financial performance for unregulated energy marketing companies and evaluated joint ventures and a variety of retail marketing plans.

He has participated in the planning for a variety of regulatory initiatives. He has had primary responsibility for the development of the legislative model used in Georgia for permitting open access and unbundling.

### **Legislative Analysis**

Dr. Overcast has been responsible for the assessment of a variety of legislative proposals in the areas of the regulatory policy, restructuring analysis, competition and unbundling. He has participated extensively in the legislative process, testifying before committees, negotiating with various interested parties, and working with the staff of legislators. He has worked extensively with lobbyists providing background material and responding to questions raised during the legislative process. He was appointed by the lieutenant governor to serve on a study committee of the Georgia legislature reviewing issues related to the impact of deregulation on franchise fees.

### **Competitive Analysis**

Dr. Overcast has prepared extensive analysis of competition for residential, commercial and industrial customers. That analysis has included comparisons of total and marginal cost for end-use applications, alternate production technologies, alternate fuel analysis, bypass pipelines, self-generation, cogeneration and other competitive analyses. He has also prepared extensive analysis of potential competitors in the opening of markets. He has managed the competitive alternate fuel program for gas utilities and developed a discount analysis required to avoid uneconomic bypass and to maximize revenue contribution from such discount programs. He has also negotiated contracts to avoid bypass for both gas and electric customers and to displace liquid fuels in vehicles.

### **Open Access and Unbundling Implementation**

Dr. Overcast has had the unique experience of playing a significant role in the complete open access and unbundling implementation for natural gas LDCs. He was instrumental in the design of the model adopted by the Georgia legislature and testified throughout the legislative process on the proposed legislation. After the legislation became law, he oversaw the rate case filing required to implement open access and unbundling. His experience includes cost analysis and rate design for an open access tariff. He has been directly involved in the many facets of unbundling service to all retail customers. His firsthand experience provides him with insight and a unique perspective with respect to the questions that arise as a utility—gas or electric—unbundles.

### **Publications and Presentations**

“Restoring Financial Balance,” Public Utilities Fortnightly, November 2011

“Impact of Volatile Fuel Prices on Electric Costs: Stakeholder Tactics,” Natural Gas and Electricity, August 2008

“Fixed Cost Recovery: An Inconvenient Truth,” American Gas, June 2007

“The Hidden Risks of Regulation and Their Effects on Utility Returns,” Natural Gas and Electricity, June 2006.

“Electric Utilities and Risk Compensation, with Richard J. Rudden, Howard S. Gorman and Leonard S. Hyman, EEI Monograph, June 2006.

“Energy Competition Knows No Bounds,” presented at the DOE-NARUC North American Summit on Harmonizing Business Practices in Energy Restructuring, November 2000.

“Load Research Troubleshooting—A Pragmatic Approach,” presented to the Northeast Regional AEIC Load Research Conference, September 1988.

“Using Load Research Data to Assess Competitive Threats,” presented to the Northeast Regional AEIC Load Research Conference, September 1987.

“Using Load Research Data to Design and Analyze Commercial and Industrial Time-of-Day Rates,” presented to the International Association of Energy Economists, 1987.

“Pricing in Competitive Markets,” presented to the PG&E Energy Expo 1986, April 1986.

“Philosophy of Rate Design,” presented to the China Energy Research Society of the China Association for Science and Technology, June 1985.

“Competition in the U.S. Electric Markets,” presented to the North American Energy Markets Conference, March 1985.

“Electric Utility Competition in the United States,” *Energy Exploration & Exploitation*, 1986.

“Avoided Costs—The Balancing of Objectives,” *Proceedings of the Eighth Annual Symposium on Problems of Regulated Industries*, 1982.

“An Overview of Alternative Tariff Structures,” *Proceedings of the Eighth Biennial Conference of the Central Electricity Generating Board*, Ontario Hydro and the Tennessee Valley Authority (co-authored).

“A Differential Approach to the Repeated Prisoner’s Dilemma,” *Theory and Decision*, 1971 (co-authored).

“Problems and Perspectives in Public Choice,” *Public Finance and Public Choice*, A Training Program for Local Public Officials, 1974.

“The Economic Impact of the East Tennessee State University Medical School,” *The Bureau of Business and Economic Research*, East Tennessee State University, 1975.

“Determinants of the Demand of Substandard Housing,” presented at the Western Economic Association Meeting, 1970 (co-presented).

### **Honors**

Who's Who Worldwide—Business Leaders

Citizens Ambassador Program of People to People International - IAEE Delegate, 1985

SGA Outstanding Professor, Elon College, 1973-1974

Omicron Delta Epsilon, honorary fraternity in Economics

H.B. Earhart Foundation Fellow 1970-1971 and 1971-1972

Woodrow Wilson Fellowship Nominee, 1969

National Science Foundation Undergraduate Internship, 1968

### **Other Activities**

Appointed by Georgia Lt. Governor to serve on Joint Study Committee on Franchise Fees and Conditions, Rights of Way and Tax Implications of Competitive Markets.

Instructor - AGA and EEI Rate Fundamentals Courses

Conference speaker - SGA, SEGA, AGA, NARUC, trade associations and seminars

Vice President - A Better Chance, Glastonbury, CT

Member and Vice Chairman - Glastonbury Sewer Commission

Member Democratic Town Committee, Glastonbury, CT