

SECTION 7.0  
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, Fredericton, NB

2017 – 2018 General Manager, Gazifère, Gatineau QC

2016 – Present General Manager, Enbridge St. Lawrence Gas  
Massena, NY

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

2012 – Present General Manager, Enbridge Gas New Brunswick  
Fredericton, NB

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.

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.

1988-1996

Various Other Positions within NBTel

## **REGULATORY EXPERIENCE**

Régie de l'énergie du Québec

Appeared as a witness in regulatory proceedings representing Gazifère on matters related to rates, rate review and the rate setting methodology.

New York State Public Service Commission

Engaged in proceedings for a franchise area expansion rate filing and sale of the franchise rate case.

New Brunswick Energy and Utilities Board

Appeared as a witness in regulatory proceedings, representing EGNB on matters related to rates, rate review and the rate setting methodology.

## **OTHER EXPERIENCE**

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

# CURRICULUM VITAE

**David T. Lavigne**

## **EDUCATION**

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2000            Masters of Business Administration (MBA), University of New Brunswick  
1994            Certified Management Accountant Designation (CMA)  
1990            Bachelor of Commerce, Mount Allison University

## **BUSINESS EXPERIENCE**

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**2014–Present**

**Enbridge Gas New Brunswick, Fredericton, N.B.**

Senior Manager, Corporate Services

Member of the Senior Management Group, responsible for leadership and strategic direction for the Corporate Services team.

**2000-2014**

**NB Power, Fredericton, N.B.**

2013-2014

Business Director

Member of the Senior Team for Transmission & System Operator Division, responsible for financial and regulatory activities

2012-2013

Superintendent of Facilities (Pt. Lepreau Nuclear Station)

Responsible for facility operation, leadership of employees, and aligning work with regulatory and industry standards.

2010-2012

Director of T&D Construction Services

Responsible for the management of construction activities for the Transmission and Distribution Group.

2006 -2010

Director of Transmission Services

Responsible for management and execution of maintenance and construction activities.

2001 -2006

Business Director

Responsible for leadership and strategic direction of the business team.

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**

2016-Present

Regulatory Finance Specialist

Member of the Business Operational Team, responsible for leading the regulatory finance function and supporting special projects

2015-2016

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

<b>2005-2006</b>	<p><b>Province of New Brunswick, Fredericton, New Brunswick</b></p> <p>Examiner</p> <p>Responsible for audit and compliance with provincial legislation</p>
<b>2002 – 2005</b>	<p><b>Zee Medical Canada Inc, Burlington, Ontario</b></p> <p>Operations/Office Manger</p> <p>Member of the Senior Team, responsible for leading the financial activities and warehousing operations</p>
<b>1999 – 2000</b>	<p><b>Proshred Holdings Limited, Toronto, Ontario</b></p> <p>Accounting Manager</p> <p>Member of the Senior Team, responsible for leading the financial activities</p>
<b>1996 – 1999</b>	<p><b>TASP International, Toronto, Ontario</b></p> <p>Accountant/Office Manager</p> <p>Responsible for leading the financial accounting and reporting functions</p>
<b>1995 – 1996</b>	<p><b>University of Western Ontario, London, Ontario</b></p> <p>Internal Auditor</p> <p>Responsible for audit and compliance with policies and procedures</p>

**REGULATORY EXPERIENCE**

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New York State Public Service	Prepared filed information for a franchise area expansion Commission rate filing case.
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)

# CURRICULUM VITAE

## Paul Volpé

### EDUCATION

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- 1996            Masters in Business Administration (MBA), University of New Brunswick
- 1994            Bachelor of Physical Education (Honors), Université de Moncton

### BUSINESS EXPERIENCE

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#### 2004–Present

#### **Enbridge Gas New Brunswick, Fredericton, New Brunswick**

2014-Present

Regulatory Affairs Manager

Member of the Business Operational Team, responsible for leading the regulatory and compliance function internally and externally.

2006-2014

Key Accounts Manager

Identify, develop and close sales leads and opportunities while working in tandem with technical support members to ensure effective system deliveries and installation.

2004-2006

Manager Marketing and Financial Programs

Develop, deliver and manage internal and external marketing programs to assist in converting residential and commercial leads into closed sales along with the development and management of associated data collection and reporting tools.

#### 1999-2004

#### **General Electric Equipment Finance, Fredericton, New Brunswick**

Key Accounts Manager, New Brunswick

Initiate, develop and manage relationships within a portfolio of commercial and industrial customers throughout N.B. for the delivery of equipment financing packages. Responsibilities include the identification and underwriting of risks throughout the portfolio.

#### 1996-1999

#### **Royal Bank of Canada, Fredericton, New Brunswick**

Accounts Manager, Knowledge Based Industries

Initiate, develop and close and manage relationships with a portfolio of commercial customers within the knowledge based industries markets for financing, deposit and related products. Responsibilities include the identification and underwriting of risks throughout the portfolio.



## **REGULATORY EXPERIENCE**

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New Brunswick Energy and  
Utilities Board

Prepared and organized filed evidence, information and supported the interrogatories and undertakings presented at a number of regulatory proceedings for EGNB on matters related to revenue requirement, complaint resolution, stakeholder input and other regulatory matters.

Organized and prepared EGNB's intervention in a number of NB Power regulatory matters including the preparation, development and organization of interrogatories, hearing notes and closing arguments.

Actively involved with stakeholder sessions within multiple regulatory matters.

Involved in other regulatory matters relating to EGNB and its interests at the National Energy Board.

## **OTHER EXPERIENCE**

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1990-Present

Actively involved with a number of New Brunswick sport organizations relating to coaching and administration including participation at three Canada Games.

**EDUCATIONAL BACKGROUND, WORK EXPERIENCE  
AND REGULATORY EXPERIENCE  
RUSSELL A. FEINGOLD**

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**EDUCATIONAL BACKGROUND**

- Bachelor of Science degree in Electrical Engineering from Washington University in St. Louis
- Master of Science degree in Financial Management from Polytechnic Institute of New York University

**WORK EXPERIENCE**

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|-----------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>2007 – Present</b> | <b>Black &amp; Veatch Management Consulting, LLC</b><br>Vice President and Rates & Regulatory Services Practice Lead          |
| <b>1996 – 2007</b>    | <b>Navigant Consulting, Inc.</b><br>Managing Director, Energy Practice - Litigation, Regulatory & Markets Group               |
| <b>1990 – 1996</b>    | <b>R.J. Rudden Associates, Inc.</b><br>Vice President and Director                                                            |
| <b>1985 – 1990</b>    | <b>Price Waterhouse</b><br>Director, Gas Regulatory Services<br>Public Utilities Industry Services Group                      |
| <b>1978 – 1985</b>    | <b>Stone &amp; Webster Management Consultants, Inc.</b><br>Executive Consultant<br>Regulatory Services Division               |
| <b>1973 – 1978</b>    | <b>Port Authority of New York and New Jersey</b><br>Staff Engineer and Utility Rate Specialist<br>Design Engineering Division |

**PRESENTATION OF EXPERT TESTIMONY**

- Federal Energy Regulatory Commission

- Arkansas Public Service Commission
- British Columbia Utilities Commission (Canada)
- California Public Utilities Commission
- Connecticut Department of Public Utility Control
- Delaware Public Service Commission
- Georgia Public Service Commission
- Illinois Commerce Commission
- Indiana Utility Regulatory Commission
- Iowa Utilities Board
- Kentucky Public Service Commission
- Manitoba Public Utilities Board (Canada)
- Massachusetts Department of Public Utilities
- Michigan Public Service Commission
- Minnesota Public Utilities Commission
- Missouri Public Service Commission
- Montana Public Service Commission
- National Energy Board (Canada)
- Nebraska Public Service Commission
- New Brunswick Energy and Utilities Board (Canada)
- New Hampshire Public Utilities Commission
- New Jersey Board of Public Utilities
- New Mexico Public Regulation Commission
- New York Public Service Commission
- North Carolina Utilities Commission
- North Dakota Public Service Commission
- Ohio Public Utilities Commission
- Oklahoma Corporation Commission
- Ontario Energy Board (Canada)

- Oregon Public Utility Commission
- Pennsylvania Public Utility Commission
- Philadelphia Gas Commission
- Régie de l'énergie (Canada)
- South Dakota Public Service Commission
- Tennessee Regulatory Authority
- Utah Public Service Commission
- Vermont Public Service Board
- Virginia State Corporation Commission
- Washington Utilities and Transportation Commission
- Public Service Commission of Wyoming

#### **EDUCATIONAL AND TRAINING ACTIVITIES**

- Past Chairman, Rate Training Subcommittee, Rate and Strategic Issues Committee of the American Gas Association.
- Seminar organizer and co-moderator at the American Gas Association, “Workshop on Unbundling and LDC Restructuring,” July 1995.
- Course organizer and speaker at the annual industry course, American Gas Association – Gas Rate Fundamentals Course, University of Wisconsin – Madison and University of Chicago School of Business, 1985 – 2018.
- Course organizer and speaker at the annual industry course, American Gas Association – Advanced Regulatory Seminar, University of Maryland - College Park, 1987 –1992, and University of Chicago School of Business, 2012-2018.
- Co-founder, course director and instructor in the annual course, “Principles of Gas Utility Rate Regulation” sponsored by The Center for Professional Advancement 1982-1987.
- Contributing Author of the Fourth Edition of “Gas Rate Fundamentals,” American Gas Association, 1987 edition.
- Organizer, Editor, and Contributing Author of the upcoming Fifth Edition of “Gas Rate Fundamentals,” American Gas Association (in progress).

- Contributing Author of “Regulation of the Gas Industry,” LexisNexis Matthew Bender, 2016 and 2018.

## **PUBLICATIONS AND PRESENTATIONS**

- “Current Regulatory and Ratemaking Issues,” American Gas Association, Accounting Principles Committee Meeting, August 13-15, 2018.
- “Customer Affordability Assistance Funding Across the Energy Industry,” American Water Works Association - Transformative Issues Symposium on Affordability, August 6-7, 2018.
- “Regulatory and Ratemaking Responses to a Changing Utility Industry,” Mid America Regulatory Conference (MARC) Annual Meeting, June 3-6, 2018.
- “State Regulatory Update: Rates/ROEs/Tax Reform Impacts/M&A Trends,” American Gas Association Financial Forum, May 20-22, 2018.
- “Properly Balancing the Costs and Benefits of DER When Designing Rates,” Power Forward: Ratemaking and Regulation, Public Utilities Commission of Ohio, March 20-22, 2018.
- “Ratemaking for the Modern Utility: A Flawed Approach or Beyond Reproach?” S&P Global Market Intelligence, 2017 Utility Regulatory Conference, December 5-6, 2017.
- “Current Regulatory and Ratemaking Issues”, American Gas Association, Accounting Principles Committee Meeting, August 14-16, 2017.
- “Regulatory Update”, American Gas Association, Risk Management Committee Meeting, July 17, 2017
- “State Regulatory Issues – Analysis & Trends,” American Gas Association Financial Forum, May 20-23, 2017.
- “The Valuing and Pricing of Distributed Energy Resources: Some Inconvenient Truths,” SNL Energy Utility Regulation Conference, December 14-15, 2016.
- “Pricing Concepts and Regulatory Issues for Distributed Energy Resources,” American Gas Association, State Affairs Committee Meeting, October 9-12, 2016.
- “State Regulatory Update – Regulatory Responses to a Changing Utility Industry,” American Gas Association Financial Forum, May 15-17, 2016.
- “State Regulatory Update: Regulatory Responses to a Changing Utility Industry” American Gas Association, Finance Committee Meeting, March 14-16, 2016.
- “Rate Restructuring Tiers and Other Pricing Twists”, SNL 2015 Utility Regulation Conference, December 10, 2015.
- “Utility Ratemaking Solutions During a Time of Transition”, American Gas Association, State Affairs Committee Meeting, October 4-7, 2015.

- “Current Regulatory and Ratemaking Issues”, American Gas Association, Accounting Principles Committee Meeting, August 17-19, 2015.
- “Utility Ratemaking Solutions for a Changing Energy Marketplace”, SNL Online Course, July 15, 2015 and October 27, 2015.
- “State Regulatory and Legislative Issues”, American Gas Association Financial Forum, May 17-19, 2015.
- “Rate Design and Cost Allocation Issues”, SNL 2014 Utility Regulation Conference, December 8-9, 2014.
- “Current Regulatory and Ratemaking Issues”, American Gas Association, Accounting Principles Committee Meeting, August 18-20, 2014.
- “Regulatory Update”, Southern Gas Association, 2014 Management Conference, Accounting & Financial Executives Roundtable, April 2-4, 2014.
- “Emerging Regulatory Issues for Gas Distribution Companies,” American Gas Association, Finance Committee Meeting, March 17-19, 2014.
- “Balancing Rising Costs & Customer Expectations,” co-authored with Will Williams and Jeff Evans, Western Energy Institute, WE Magazine, Winter 2013 issue.
- “Current Trends in Utility Rates and Economic Regulation,” Western Energy Institute, WE Magazine, Fall 2013 issue.
- “Natural Gas Infrastructure and Electric Generation: Proposed Solutions for New England,” American Gas Association State Affairs Committee Meeting, October 6-9, 2013
- “Utilities 2.0 Roundtable,” 2013 National Town Meeting on Demand Response and Smart Grid, July 10-11, 2013
- “State Regulatory and Legislative Issues,” American Gas Association Financial Forum, May 5-7, 2013
- “Providing Natural Gas to Unserved and Underserved Areas,” American Gas Association Rate Committee Meeting and Regulatory Issues Seminar, October 28-31, 2012
- “State Regulatory Issues Affecting Gas Utilities,” American Gas Association Accounting Principles Committee Meeting, August 13-15, 2012
- “State Regulatory Landscape and Future Trends Affecting Utilities,” American Gas Association Financial Forum, May 6-8, 2012.
- “The Continuing Saga of Fixed Cost Recovery: Arguments in Utility Rate Proceedings,” American Gas Association Rate Committee Meeting and Regulatory Issues Seminar, October 30 - November 2, 2011.

- “State Regulatory Issues Affecting Utilities,” American Gas Association Accounting Principles Committee Meeting, August 15-17, 2011.
- “State Regulatory Issues Affecting Utilities,” Edison Electric Institute/American Gas Association Accounting Leadership Conference, June 26-29, 2011.
- “State Regulatory and Legislative Issues Affecting Utilities,” American Gas Association Financial Forum, May 15-17, 2011.
- “2011 Forecast – Regulatory Issues and Risks for Utilities,” American Gas Association Finance Committee Meeting, March 16-18, 2011.
- “State Regulatory Issues Affecting Utilities,” Edison Electric Institute and American Gas Association Accounting Leadership Conference, June 27-30, 2010.
- “State Regulatory and Legislative Issues Affecting Utilities,” American Gas Association Financial Forum, May 17-19, 2010.
- “A Utility’s Regulatory Compact: Where’s the Right Balance? – RMEL Electric Energy Magazine, Issue 1 – Spring 2010.
- “Communicating Ratemaking and Regulatory Concepts to a Utility’s Stakeholders,” American Gas Association, Communications and Marketing Committee Meeting, March 16-17, 2010.
- “Managing Regulatory Risk Workshop”, Rocky Mountain Electric League, October 8, 2009.
- “State Regulatory and Legislative Issues Affecting Utilities,” American Gas Association, 2009 Financial Forum, May 3, 2009.
- “Financial Incentives for Energy Efficiency: Lessons Learned to Date,” American Gas Association, Rate Committee Meeting and Regulatory Issues Seminar, April 7, 2009.
- “Breaking the Link Between Sales and Profits: Current Status and Trends,” Energy Bar Association, Electricity Regulation and Compliance Committee, February 17, 2009.
- “State Ratemaking Issues for Gas Distribution Utilities,” Energy Law Journal, Volume 29, No. 2, 2008 (Report of the Natural Gas Regulation Committee).
- “Current Issues in Cost Allocation and Rate Design for Utilities,” SNL Energy, Utility Rate Cases Today: The Issues and Innovations, November 6, 2008.
- “Current Issues in Revenue Decoupling for Gas Utilities,” American Gas Association, Financial and Investor Relations Webcast, October 16, 2008.
- “Addressing Utility Business Challenges Through the State Regulatory Process,” American Gas Association, 2008 Legal Forum, July 20-22, 2008.
- “Earning on Natural Gas Energy Efficiency Programs,” American Gas Association Rate and Regulatory Issues Conference Webcast, May 23, 2008.

- “State Regulatory Directions: Utility Challenges and Solutions,” American Gas Association Financial Forum, May 4, 2008.
- “Ratemaking and Financial Incentives to Facilitate Energy Efficiency and Conservation,” The Institute for Regulatory Policy Studies, Illinois State University, May 1, 2008.
- “Update on Revenue Decoupling and Innovative Rates,” American Gas Association, Rate Committee Meeting and Regulatory Issues Seminar, March 10, 2008.
- “Update on Revenue Decoupling and Utility Based Energy Conservation Efforts,” American Gas Association, Rate and Regulatory Issues Conference Webcast, May 30, 2007.
- “A Renewed Focus on Energy Efficiency by Utility Regulators,” American Gas Association, Rate and Regulatory Issues Seminar and Committee Meetings, March 26, 2007.
- “The Continuing Ratemaking Challenge of Declining Use Per Customer,” American Public Gas Association, Gas Utility Management Conference, October 31, 2006.
- “Understanding and Managing the New Reality of Utility Costs in the Natural Gas Industry,” Financial Research Institute, Public Utility Symposium, University of Missouri – Columbia, September 27, 2006.
- “Ratemaking and Energy Efficiency Initiatives: Key Issues and Perspectives,” American Gas Association, Ratemaking Webcast, September 14, 2006.
- “Ratemaking Solutions in an Era of Declining Gas Usage and Price Volatility,” Northeast Gas Association, 2006 Executive Conference, September 10-12, 2006.
- “Rethinking Natural Gas Utility Rate Design,” American Gas Foundation and The NARUC Foundation, Executive Forum, Ohio State University, May 2006.
- “Rate Design, Trackers, and Energy Efficiency – Has the Paradigm Shifted?” Energy Bar Association, Midwest Energy Conference, March 2006.
- “Key Regulatory Issues Affecting Energy Utilities,” American Gas Association, Lunch ‘n Learn Session, November 2005.
- “Decoupling, Conservation, and Margin Tracking Mechanisms,” American Gas Association, Rate & Regulatory Issues – Audio Conference Series, October 2005.
- “In Search of Harmony, [Utilities and Regulators] Respondents Weigh in with Needed Actions”, Public Utilities Fortnightly, November 2005
- “The Use of Trackers as a Regulatory Tool,” Midwest Energy Association – Legal, Regulatory, and Government Relations Roundtable, October 9-11, 2005.
- “Rate Design and the Regulatory Environment,” American Gas Association Finance Committee Meeting, October 2005.



- “Creative Utility Regulatory Strategies in a High Price Environment,” American Gas Association Executive Conference, September 2005.
- “Revenue Decoupling Programs: Aligning Diverse Interests,” The Institute for Regulatory Policy Studies, Illinois State University, May 2005.
- “Key Regulatory Issues Affecting Energy Utilities” American Gas Association Financial Forum, May 2005.
- “Energy Efficiency and Revenue Decoupling: A True Alignment of Customer and Shareholder Interests,” American Gas Association Rate and Regulatory Issues Seminar and Committee Meetings, April 2005.
- “Rate Case Techniques: Strategies and Pitfalls” American Gas Association, Rate & Regulatory Issues – Audio Conference Series, March 2005.
- “Regulatory Uncertainty: The Ratemaking Challenge Continues” Public Utilities Fortnightly, Volume 142, No. 11, November 2004.
- “Current Trends in Utility Rate Cases and Pricing: Surveying the Landscape,” Platts Rate Case & Pricing Symposium, October 25-26, 2004.
- “State Regulatory Oversight of the Gas Procurement Function” Energy Bar Association, Natural Gas Regulation Committee, Energy Law Journal, Volume 25, No. 1, 2004.
- “Cost Allocation Across Corporate Divisions”, American Gas Association, Rate and Strategic Issues Committee Meeting, April 2003.
- “Unbundling Initiatives – How Far Can We Go?” American Gas Association Restructuring Seminar: Service and Revenue Enhancements for the Energy Distribution Business, December 2002.
- “Utility Regulation and Performance-Based Ratemaking (PBR),” PBR Briefing Session sponsored by BC Gas Utility Ltd., April 2002.
- “LDC Perspectives on Managing Price Volatility” American Gas Association, Rate and Strategic Issues Committee Meeting, March 2002.
- “Can a California Energy Crisis Occur Elsewhere?” American Gas Association, Rate and Strategic Issues Committee Meeting, March 2001.
- “Downstream Unbundling: Opportunities and Risks,” American Gas Association, Rate and Strategic Issues Committee Meeting, April 2000.
- “Form Follows Function: Which Corporate Strategy Will Predominate in the New Millennium?” American Gas Association 1999 Workshop on Regulation and Business Strategy for Utilities in the New Millennium, August 1999

- “Total Energy Providers: Key Structural and Regulatory Issues,” American Gas Association, Rate and Strategic Issues Committee Meeting, April 1999.
- “The Gas Industry: A View of the Next Decade,” National Association of Regulatory Utility Commissioners (NARUC) Staff Subcommittee on Accounts, 1998 Fall Meeting, September 1998.
- “Regulatory Responses to the Changing Gas Industry,” Canadian Gas Association, 1998 Corporate Challenges Conference, September 1998
- “Trends in Performance-Based Pricing,” American Gas Association Financial Analysts Conference, May 1998.
- “Unbundling – An Opportunity or Threat for Customer Care?” presented at the American Gas Association/Edison Electric Institute Customer Services Conference and Exposition, May 1998.
- “Experiences in Electric and Gas Unbundling,” presented at the 1997 Indiana Energy Conference, December 1997.
- “Asset and Resource Migration Strategies,” presented at the Strategic Marketing for The New Marketplace Conference sponsored by Electric Utility Consultants, Inc. and Metzler & Associates, November 1997.
- “The Status of Unbundling in the Gas Industry,” presented at the American Gas Association Finance Committee, March 1997.
- Seminar organizer and co-moderator at the American Gas Association, “Workshop on Unbundling and LDC Restructuring,” July 1995.
- “State Regulatory Update,” presented at the American Gas Association - Financial Forum, May 1995.
- “Gas Pricing Strategies and Related Rate Considerations,” presented before the Rate Committee of the American Gas Association, April 1995.
- “Avoided Cost Concepts and Management Considerations,” presented before the Workshop on Avoided Costs in a Post-636 Industry, sponsored by the Gas Research Institute and Wisconsin Center for Demand-Side Research, June 1994.
- “DSM Program Selection Under Order No. 636: Effect of Changing Gas Avoided Costs,” presented before the NARUC-DOE Fifth National Integrated Resource Planning Conference, Kalispell, MT, May 1994.
- “A Review of Recent Gas IRP Activities,” presented before the Rate Committee of the American Gas Association, March 1994.
- Seminar organizer and co-moderator at the American Gas Association seminar, “The Statue of Integrated Resource Planning,” December 1993.

- “Industry Restructuring Issues for LDCs, presented before the American Gas Association–Advanced Regulatory Seminar, University of Maryland, 1993-1996.
- “Acquiring and Using Gas Storage Services,” presented before the 8th Cogeneration and Independent Power Congress and Natural Gas Purchasing ’93, June 1993.
- “Capitalizing on the New Relationships Arising Between the Various Industry Segments: Understanding How You Can Play in Today’s Market,” presented before the Institute of Gas Technology’s Natural Gas Markets and Marketing Conference, February 1993.
- “The Level Playing Field for Fuel Substitution (or, the Quest for the Holy Grail),” presented before the 4th Natural Gas Industry Forum - Integrated Resource Planning: The Contribution of Natural Gas, October 1992.
- “Key Methodological Considerations in Developing Gas Long-Run Avoided Costs,” presented before the NARUC-DOE Fourth National Integrated Resource Planning Conference, September 1992.
- “Mega-NOPR Impacts on Transportation Arrangements for IPPs,” co-presented before the 7th Cogeneration and Independent Power Congress and Natural Gas Purchasing ’92, June 1992.
- “Cost Allocation in Utility Rate Proceedings,” presented before the Ohio State Bar Association - Annual Convention, May 1992.
- “The Long and the Short of LRACs,” presented before the Natural Gas Least-Cost Planning Conference April 1992, sponsored by Washington Gas Company and the District of Columbia Energy office.
- Seminar organizer and moderator at the American Gas Association seminar, “Integrated Resource Planning: A Primer,” December 1991.
- Session organizer and moderator on integrated resource planning issues at the American Gas Association Annual Conference, October 1991.
- “Strategic Perspectives on the Rate Design Process,” presented before the Executive Enterprises, Inc. conference, “Natural Gas Pricing and Rate Design in the 1990s,” September 1990.
- “Distribution Company Transportation Rates,” presented before the American Gas Association–Advanced Regulatory Seminar, University of Maryland 1987-1992.
- “Design of Distribution Company Gas Rates,” presented before the American Gas Association - Gas Rate Fundamentals Course, University of Wisconsin, 1985-1998.
- Seminar organizer, speaker and panel moderator at the American Gas Association seminar, “Natural Gas Strategies: Integrating Supply Planning, Marketing and Pricing,” 1988-1990.
- “Local Distribution Company Bypass - Issues and Industry Responses,” (Co-author) June 1989.

- “So You Think You Know Your Customers!” presented before the American Gas Association–Annual Marketing Conference, April 1990.
- “Gas Transportation Rate Considerations - A Review of Gas Transportation Practices Based on the Results of the A.G.A. Annual Pricing Strategies Survey,” presented before the Rate Committee of the American Gas Association, April 1985-1991.
- “Market-Based Pricing Strategies - Targeted Rates to Meet Competition,” presented before the American Gas Association Annual Marketing Conference, March 1989.
- “Gas Rate Restructuring Issues - Targeted Prices to Meet Competition,” presented before the Fifteenth Annual Rate Symposium, University of Missouri, February 1989.
- “Gas Transportation Rates - An Integral Part of a Competitive Marketplace,” American Gas Association, Financial Quarterly Review, Summer 1987.
- “Gas Distributor Rate Design Responses to the Competitive Fuel Situation,” American Gas Association, Financial Quarterly Review, October 1983.
- “Demand-Commodity Rates: A Second-Best Response to the Competitive Fuel Situation,” presented before the American Gas Association, Ratemaking Options Forum, September 1983.
- Cofounder, course director and instructor in the annual course, “Principles of Gas Utility Rate Regulation” sponsored by The Center for Professional Advancement 1982-1987.
- “Current Rate and Regulatory Issues,” presented before the National Fuel Gas Regulatory Seminar, July 1986.

#### **AFFILIATIONS AND HONORS**

- Financial Associate Member, American Gas Association
- Member, Rate Committee of the American Gas Association
- Member, Energy Bar Association
- Life Member, Institute of Electrical and Electronic Engineers
- Listed in Who’s Who of Emerging Leaders in America, 1989-1992

(Current as of December 2018)