



Mr. Dunn is the President of Sunset Point, LLC. Previously he was one of the co-founders of Barker, Dunn & Rossi, Inc. (“BDR”) in January 1997. BDR became a Gestalt Company in November 2004 and Sunset Point was formed in January 2007. He has over 47 years proven experience working with electric utility organizations of all ownership types (i.e., public, private, local and federal) in all parts of the world. He specializes in electricity market design and implementation, ancillary services, utility and power pool operations, inter-utility coordination, contractual power supply arrangements, and transmission access and pricing.

PROJECT EXPERIENCE – DOMESTIC UNITED STATES

American Public Power Association (“APPA”)

Advised on issues associated with Long-Term Transmission Rights (“LTTRs”) in electricity markets using Locational Marginal Pricing (“LMP”) and Financial Transmission Rights (“FTRs”). Advised APPA on a filing with the Federal Energy Regulatory Commission (“FERC”) on the LTTR issues and developed a Concept Paper that was an attachment to that filing. Prepared a paper for APPA on the data that should be made available on a timely and unmasked basis in order for market participants, regulators and other interested parties to perform market oversight. APPA filed this paper with the FERC and has cited it in numerous subsequent proceedings.

California

Played a major role in the development of the Protocols and Agreements for the original implementation of the **California Independent System Operator (“CAISO”)**. Focus was on drafting the Protocols with respect to Schedules and Bids submittal, Scheduling, and actual Dispatch. In 2006 was the technical writer for a new Business Practices Manual (“BPM”) on Compliance Monitoring.

Confidential Independent Power Producer (“IPP”)

Analyzed documents associated with a dispute between two IPPs over the construction and marketing of an independent power project. Activities included the drafting of an expert opinion on the results of the analysis.

Confidential Investment Firm

Provided marketing input to an east coast investment firm on generation investment opportunities.

Confidential Legal Client

Prepared and conducted a workshop for a law firm and some of its clients on congestion management, transmission rights and multi-settlement systems. Included in the workshop was a demonstration of how locational marginal prices are calculated and how congestion on the transmission system impacts such prices.

Confidential Utilities

Served as an expert to a confidential project developer client involved in a project development dispute with another project developer. Evaluated the treatment of generation within a transmission-restricted region as a security component of the transmission system. Drafted a report on retail competition in other countries and its relevance in a particular utility’s markets. Investigated the relationship between system dispatch and distribution companies in alternative electricity markets. Developed flexible power purchase contracts between a company’s existing generation and retail supply businesses that addressed utility de-integration and restructuring issues. Prepared a report on restructuring, corporatization, unbundling and privatization in the United States and worldwide. Provided marketing input to a large east coast utility on the market for its resources.

Detroit Edison	Provided workshops on electric service unbundling and on International Markets and Ancillary Services.
East Coast Industrial Concern	Investigated power options for a large industrial customer in the context of a deregulated electricity industry and evolving electricity market structure.
East Coast Power Pool	Advised on issues associated with integration of Demand-Side Management (“DSM”) options into the new market structure.
Electric Power Supply Association (“EPSA”)	Drafted several Briefing Papers providing concise descriptions of the issues surrounding several aspects of market design and summarizing some of the options being considered for resolving such issues.
Electric Reliability Council of Texas (“ERCOT”)	Advised a Tampa Electric Company (“TECO”) affiliate on various issues surrounding the operation of their power plant in ERCOT and the modification of ERCOT rules with respect to Out-of-Merit (“OOM”) operation. Also prepared a paper and participated in a workshop with respect to day-ahead markets in ERCOT on behalf of the Competitive Power Advocates (“CPA”) . Provided advice to ERCOT with respect to non-transmission alternatives to Reliability Must-Run (“RMR”) and OOM services, integration of RMR units into the Texas Nodal Market (“TNM”), and generation interconnection under the TNM.
Florida	Provided advice to Seminole Electric Cooperative, Inc. and the Florida Municipal Power Agency (“FMPA”) during the discussions of the initial proposals to create GridFlorida. Also provided both organizations with workshops on various methods for managing congestion.
Juice Energy	Provided input on electricity markets to technology staff working on a billing system for a competitive retail supplier to develop the software necessary to integrate Juice Energy’s systems with Regional Transmission Organization (“RTO”) systems and provide invoices to customers.
Midwest Independent System Operator (“Midwest ISO”)	As a member of the project team for the new Ancillary Services Market (“ASM”), reviewed the ASM design and prepared testimony for filing with FERC. In late 2007 prepared a term sheet on mechanisms for integrating non- Midwest ISO entities into the Midwest ISO markets and charging these entities for the market integration transmission services.
National Rural Electric Cooperative Association (“NRECA”)	Prepared a Report on RTO Costs and Benefits for Electric Cooperatives. This report covered details associated with all existing and proposed RTOs and included the results of interviews with many Cooperatives.
Nevada Power Company	Played a major role in the design and approval by FERC of the creation of a Mountain West Independent Scheduling Administrator (“MWISA”) to provide non-discriminatory access to two wholesale markets in Nevada.
New England Region (except Northern Maine)	Massachusetts Municipal Wholesale Electric Company (“MMWEC”) and The United Illuminating Company (“UI”) – Advised on issues associated with the multi-step evolution of the New England Power Pool (“NEPOOL”) markets. Provided testimony on NEPOOL restructuring

efforts and a gas line siting case for **MMWEC**. Represented **MMWEC** in the Northeast RTO Mediation efforts ordered by FERC with respect to the merging of the electricity markets of NEPOOL, the New York ISO (“NYISO”) and the Pennsylvania – New Jersey – Maryland (“PJM”) Interconnection. Also advised **MMWEC** on the implementation of a NEPOOL/PJM Standard Market Design (“SMD”) in New England. Heavily involved in the intervention filing of **MMWEC** and other **New England Consumer-Owned Entities (“NECOE”)** with respect to the proposal to create an RTO for New England that was filed by the New England Transmission Owners and ISO New England. Provided expert witness testimony in State court with respect to a contractual dispute between **MMWEC** and a project developer. Provided advice to **MMWEC** on the treatment of their proposed new power plant in the New England Forward Capacity Market (“FCM”).

Independent System Operator New England (“ISO-NE”) – Provided advice on **ISO-NE’s** responses to the Maine Public Utilities Commission (“MPUC”) with respect to the MPUC’s investigation of the possible withdrawal of Maine from the regional New England electricity market.

New England Public Power Association (“NEPPA”) – Provided advice with respect to and participated on behalf of the New England public power systems in the negotiation of New England’s design and implementation of LTTRs. Filed testimony on behalf of the **New England Public Systems (“NEPS”)** with respect to the ISO-NE/NEPOOL filing to implement LTTRs in New England.

New England Power Pool – Conducted two workshops, on International Restructuring and on Pooling in the United States, for a committee of **NEPOOL**. In 2010/2011 and again in 2015/16 conducted operational audits of ISO-NE on behalf of the **NEPOOL** Participants.

Connecticut Valley Electric Exchange (“CONVEX”) – Participated in an assessment of **CONVEX’s** applications, infrastructure and map-board systems.

Central Vermont Public Service Corporation (“CVPS”) - Provided testimony before FERC with respect to recovery of stranded costs associated with supply to its Connecticut Valley Electric Company affiliate in New Hampshire.

Connecticut Municipal Wholesale Electric Company (“CMEEC”) - Advised on a contract dispute associated with the implementation of the SMD in New England on March 1, 2003.

Confidential Client – Advised a party considering an investment in a new transmission line being proposed in New England. The advice related to the NEPOOL approval process for the line and the costs the party could be exposed to as a result of its involvement in NEPOOL.

New Hampshire Electric Cooperative (“NHEC”) – Advised on a contract dispute with Public Service Company of New Hampshire (“PSNH”) over changing power suppliers. Drafted testimony on this and testimony associated with **NHEC's** subsequent bankruptcy filing.

Taunton Municipal Lighting Plant (“TMLP”) – Assisted the lawyers representing **TMLP** in a power supply contract dispute, including strategy for settlement negotiations. This dispute was settled in very late 2004. Also advised **TMLP** on participation in the SMD markets implemented in March 2003 in New England.

Vermont Electric Power Company (“VELCO”) – Conducted workshops on restructuring for utilities (public and private), government officials and customers. Advised on the implementation of the 1999 NEPOOL market changes within the Vermont sub-pool.

Yarmouth Intervenors – In early 2009 provided testimony before the Maine Public Utilities Commission (“MPUC”) opposing a proposal by Central Maine Power Company (“CMP”) to bring another 345 kV transmission line into Yarmouth, ME. Participated in several MPUC technical conferences.

Northern Maine

Played a major role in the design and implementation of an electricity market for the isolated portion of Maine that is electrically connected to New Brunswick, Canada, including development of the Market Rules, preparation of the FERC filing and the creation of the **Northern Maine Independent System Administrator (“NMISA”)**. This market started operation on March 1, 2000. Filed testimony for **NMISA** on a dispute over compensation for reactive power. Provided advice to **NMISA** on post-implementation issues. Advised on revisions to **NMISA** Tariff and the Northern Maine Market Rules (“**NMMRs**”) to address reliability issues associated with: (i) Connections, Retirements and DSM Programs; (ii) System Planning and (iii) capacity obligations. Provided advice on **NMISA's** responses to the MPUC with respect to the MPUC's investigation of the possible withdrawal of Maine from the regional New England electricity market. Provided advice on the negotiation of an RMR contract with a wood-fired power plant that wanted to retire but was needed for reliability purposes.

Advised **Eastern Maine Electric Cooperative (“EMEC”)** on issues associated with their participation in the ownership of a second 345 kV tie-line between Maine and New Brunswick.

Northwest Region

On behalf of the **Montana Consumer Counsel (“MCC”)**, reviewed and provided comments on drafts of and the final Stage 2 filing of RTO West (later Grid West). Advised **MCC** on post-Stage 2 RTO West and FERC-related issues.

Southeast Region

On behalf of **ElectriCities**, and several other southeast utilities, reviewed and provided comments on various aspects of the market design being developed for the SeTrans RTO. Also contributed to comments filed by ElectriCities on FERC’s SMD Working Paper and Options Paper.

On behalf of a **TECO** affiliate, provided testimony in a case before the Louisiana Public Service Commission with respect to proposed long-term purchases by Entergy.

Southwest Power Pool (“SPP”)

Drafted testimony on the differences between Independent Coordinators of Transmission (“ICTs”) and RTOs for use in a State regulatory proceeding. Also drafted a new Protocol covering the analysis of economic transmission upgrades.

Southwest Region

Desert Star, Inc. (“DSTAR”) and WestConnect, LLC (“WestConnect”)
– As technical consultant to first the independent Board of Directors of **DSTAR** and then to the Transmission Owners of **WestConnect**, led the BDR team responsible for developing and documenting the market design, facilitating the development of a transmission pricing design, developing a specification for procurement of the necessary systems and services to operate an RTO in the desert southwest, and worked with the legal consultant on drafting and defending the necessary FERC filings. In late September 2001 non-profit **DSTAR** was superceded by for-profit **WestConnect**. An RTO filing was made with FERC on October 16, 2001 and follow-up activities concentrated on responding to interventions and preparing comments on various FERC initiatives. FERC issued its Order with respect to that filing on October 10, 2002. Also prepared for the **WestConnect** Interim Committee a detailed White Paper on a LMP market design and how such a market design would impact the **WestConnect** market design.

Transmission Access Policy Study Group (“TAPS”)

Provided a workshop on various methods for managing congestion.

West Coast Power Pool

Reviewed a west coast pooling agreement and provided recommendations on amendments to such agreement.

PROJECT EXPERIENCE - INTERNATIONAL

Albania

Provided advice to the **Albania Transmission System Operator (“OST”)** and the **Albania Regulator (“ERE”)** on a wide variety of issues associated with the introduction of competition in the Albania electricity industry. This included recommendations with respect to a new Power Sector Law, the Albania Market Model, the Market Rules, the Balancing Energy Market, access to Interconnection Capacity, the Grid Code, settlement software, implementation of new control rooms hardware and software, and issues associated with the relationships between **OST** and other industry participants and among these industry participants. Also advised on integration of the Albania and Kosovo control areas and electricity markets.

Australia

Electricity Trust of South Australia (“ETSA”) - Participated in evaluating the possible impacts on South Australia's economics and reliability caused by proposals to create a National Electricity Market (“NEM”) in Australia.

Electricity Supply Industry Reform Unit (“ESIRU”), National Grid Management Council (“NGMC”) and the National Electricity Market Management Company (“NEMMCO”) - Advised at several different stages on the design of the NEM. Member of the team that audited NEMMCO and the NEM.

State Electricity Commission of Victoria (“SECV”) – Advised on the restructure of the SECV into business units with a transfer pricing system between the separate generating plants, the wholesale electricity business, the grid business and system control.

Victorian Power Exchange (“VPX”) - Advised on the design of a Victorian Power Pool (“VicPool”), coordination with other states, and transmission pricing. Member of the team hired to audit VPX.

Baltic Countries

Developed presentations for and participated in discussions with utility and Energy Ministry staff from Estonia, Latvia and Lithuania, and with staff from the **Baltija Dispatch Centre**. One presentation and follow-up discussions, which also included representatives of Russia and Byelorussia, concentrated on an overview of electricity products, transmission, market structures, pricing and costs. The second presentation and follow-up discussions focused in more detail on technical and commercial issues associated with reactive power and both installed and operating reserves.

Canada

Alberta Electric System Operator (“AESO”) – Advised the predecessor of AESO, the Power Pool of Alberta, on the design of a Binding Day-Ahead Market (“BDAM”) to provide Alberta market participants with and facilitate the development of additional risk mitigation tools.

City of Calgary Electric System (“CCES”) - **Alberta** - Advised on a variety of issues associated with development of the initial Power Pool of Alberta.

Ministry of Energy & Mines - British Columbia – Part of a team that advised the Ministry on various aspects of the implementation of the British Columbia Energy Plan, including the arrangements between the new transmission company, **British Columbia Transmission Corporation (“BCTC”)**, and the organization BCTC was separated from, **British Columbia Hydro (“BCH”)**, and the relationship of British Columbia to RTO West.

Independent Electric System Operator (“IESO”) – **Ontario** – Conducted a review of the Market Rules to identify their robustness, based on experiences in other jurisdictions, and any gaps in the rules. Identified and drafted changes, approved by the IESO Board, to the Market Rules necessary to address Local Market Power and Reliability Must-Run situations.

New Brunswick Electric Power Commission (“NB Power”) – Provided advice to **NB Power** with respect to the creation of an open access tariff for use of the **NB Power** transmission system.

Ontario Hydro (“OH”) – Participated in the initial activities associated with restructuring of the electricity supply industry. Conducted several workshops regarding various markets designs (for the **Advisory Committee on Competition in Ontario’s Electricity System**), the scope and requirements of market rules, and the actual implementation of functioning markets.

Summerside Electric – Initially worked with BDR NorthAmerica and then with Key Murray Law to advise the City of Summerside on Prince Edward Island on issues associated with the filings by **Maritime Electric Company, Limited (“MECL”)** in 2008 and 2016 of new Open Access Transmission Tariffs (“OATTs”). Filed testimony on both of the proposed OATTs submitted by MECL and reviewed MECL testimony. Also participated in a filing by Summerside to build its own transmission line to bypass use of the MECL system.

Edmundston Energy – Worked with BDR NorthAmerica to investigate alternative power supply arrangements, including transmission access and pricing issues.

Nova Scotia Department of Energy - Worked with BDR NorthAmerica to analyze a proposal for the creation of a Load Retention Tariff for the largest two customers in Nova Scotia.

Central Asia

Travelled to Kazakhstan and Kyrgyzstan to interview energy industry officials on behalf of the Regional Energy Market Assistance Program (“REMAP”) of the **United States Agency for International Development (“USAID”)**. Based on these interviews, prepared two reports covering possible future assistance that could be provided to support continuing development of the Kazakhstan energy market and integration of Kyrgyzstan into that market. Also prepared a report on inter-operability and system operator support to market transactions for the region, including Tajikistan, Uzbekistan and Turkmenistan.

China

Provided input on several reports to **East China Grid Company (“ECGC”)** on the design and implementation of an East China regional market. Participated in a series of meetings in Shanghai on regional transmission tariffs and evolution of the electricity market. Spoke at a China-wide conference in Beijing on Practical Lessons from Electric Market Development. Spoke on market design and implementation at a 1-day workshop at the University of Wisconsin for representatives from several electricity regions in China.

Colombia

Comisión de Regulación de Energía y Gas (“CREG”) - Reviewed treatment of ancillary services in the Colombian electricity sector. Also delivered a presentation at a seminar on risk management.

El Salvador

Drafted rules for the implementation of new markets, including comments

on a draft of Reglamento developed to implement the new Electricity Law.

England & Wales

National Grid Company (“NGC”) - Participated as a member of the **NGC** Task Force that was responsible for the development of the original Grid Code. Assisted **NGC’s** lead negotiator in the original negotiations between **NGC**, the distribution companies, the generating companies and Her Majesty’s Government. After privatization in 1990, advised on matters associated with Use-of-System transmission charges and Ancillary Services, including issues such as transmission losses and constraints, on reserves, and on consolidation of control centers.

Hungary

On behalf of the **Hungarian Energy Office (“HEO”)**, reviewed various aspects of the market design developed for Hungary and its implementation and compliance with European Union requirements. Contributed to a review of the industry structure in Hungary and the evolution of the Hungarian electricity market to be more closely aligned with the requirements of the European Union.

India

PowerGrid Corporation - Participated in a project to recommend new bulk power and transmission tariffs and a new regulatory structure.

Ireland

Electricity Supply Board – National Grid – Assisted in the drafting of a report on Long-Term Market Implementation of Third Party Access.

Kosovo

Provided advice on creation of a common electricity market and common control zone between Kosovo and Albania.

Major International Utilities

For one foreign utility, advised on the regulatory, marketing, dispatch and transmission aspects of a potential investment in a U.S. Independent Power Producer. For a U.S. utility, advised on a potential investment in a proposed interconnector project between two European countries.

Mexico

Advised officials in the Electricity Supply Industry and prepared a report covering issues such as planning, acquisition of new capacity, dispatch, transmission, contracts, and regulation. Participated in a World Bank session on similar issues with officials of the state utility.

In 2017, worked with ESTA International on evaluation of the wholesale and capacity markets in Mexico for the **Comisión Reguladora de Energía (“CRE”)**.

Moldova

As part of a team led by the law firm Pierce Atwood, provided review of various drafts of proposals with respect to the balancing and settlement regulations for the Moldova power market.

New Zealand

Trans Power New Zealand, Ltd. - Advised on general electricity market structure issues, including drafting sample power supply contracts under various market mechanisms and on issues associated with integration of DSM options into the new market structure. Also provided system security reviews of the design and operation of the New Zealand Electricity Market (“**NZEM**”).

Northern Ireland	Provided assistance to Northern Ireland Electricity (“NIE”) on the drafting of a Grid Code as part of a privatization of the industry in Northern Ireland.
Norway	Norwegian Ministry of Petroleum and Energy – Advised officials with respect to Performance Indicators to be used to monitor and evaluate the performance of a new Grid Company, Statnett.
Portugal	Advised utility officials on various power pooling and settlement issues.
Russian Federation	<p>Organized and conducted a study tour in the eastern United States for executives of the Unified Electricity System of Russia (“UESR”). The study tour included a 1-day seminar on markets and visits to FERC, three operating markets (PJM, NYISO and NEPOOL) and several market participants.</p> <p>Provided advice on the design of, regulatory approval for and implementation of markets for ancillary services in conjunction with the restructuring of the industry in Russia, including any necessary transition mechanisms.</p>
Rwanda	Part of a project team lead by the law firm Pierce Atwood that advised the Urgent Electricity Reconstruction Project (“UERP”) on the development of new Electricity and Gas Legislation to encourage future investment in the electricity and gas infrastructure in Rwanda.
South Africa	Provided advice to a consortium of South African firms advising the South Africa Department of Minerals and Energy (“DME”) on the development of a Multi Market Model for South Africa. Also participated in and gave presentations at several meetings, over three trips, to large groups of South African stakeholders.
South Asia	As part of the South Asia Regional Initiative (“SARI”) project funded by USAID and administered by PA Consulting, prepared and presented a full day of training on electricity markets as well provided other input during a 5-day Global Energy Markets Training Programme (“GEMTP”) held in New Delhi for representatives from the 8 SARI countries.
Ukraine	Assisted on a project to develop competition in the power industry in the Ukraine. This included drafting an initial version of the High Voltage Service Agreement and the Members (Pooling) Agreement.
Venezuela	CVG Electrificación del Caroní (“EDELCA”) - Advised on the development of Performance Indicators in areas related to Transmission, Generation and Support Services. Presented a workshop on pooling arrangements, contracts within these arrangements and determination of installed capacity obligations.

PREVIOUS FIRMS

11/2004 – 12/2006	Gestalt, LLC – Managing Director – Consulting to the electricity supply industry, primarily in the areas of restructuring, market design,
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implementation and operation, transmission access and pricing, and regulatory and legal proceedings.

1/1997 – 11/2004

Barker, Dunn & Rossi, Inc (“BDR”) – **Vice President and Executive Consultant** - Consulting to the electricity supply industry, primarily in the areas of restructuring, market design, implementation and operation, transmission access and pricing and regulatory proceedings.

4/1989 – 12/1996

KEMA-ECC, Inc. – **Executive Consultant** - Consulting to the electricity supply industry, primarily in the areas of restructuring, market design, implementation and operation, and transmission access and pricing.

6/1980 – 4/1989

Massachusetts Municipal Wholesale Electric Company – Division Manager - Management of the Power Management Division in charge of power supply, demand-side activities, regulatory filings and interface with NEPOOL on behalf of public power utilities in Massachusetts and New England.

7/1973 – 6/1980

Vermont Electric Power Company, Inc. – Supervisor - Responsible for operations engineering, billing and settlement of the Vermont sub-pool of NEPOOL and some of the interface activities with NEPOOL.

6/1971 – 7/1973

Stone & Webster Engineering Corporation – Engineer - Work on the design and construction of fossil, nuclear and pumped storage power plants.

Languages:

Speaking

Reading

Writing

English

Excellent

Excellent

Excellent

Professional Affiliations:

Past Chairman, NEPOOL Operations Committee
Past Chairman, REMVEC Operating Committee
Past Registered Professional Engineer, Massachusetts and Vermont
Senior Member, IEEE and its Power Engineering Society
Tau Beta Pi, National Engineering Honorary
Eta Kappa Nu, National Electrical Engineering Honorary

Education:

Bachelor of Science in Electrical Engineering (BSEE), Rensselaer Polytechnic Institute, Troy, NY, USA, 1970
Master of Engineering in Electrical Engineering (MEEE), Rensselaer Polytechnic Institute, Troy, NY, USA, 1971
Master of Business Administration (MBA), Western New England College, Springfield, MA, USA, 1985

Presentations:

1. *Electric Power Markets: Global Energy Markets Trade Programme*; South Asia Regional Initiative Workshop; New Delhi, India, March 28, 2008.
2. *Long-Term Transmission Rights: Part of Session #10: LTTR, FCM, RPM, MRTU: Do More Acronyms Mean Better RTO Markets*; APPA 2007 National Conference; San Antonio, TX, June 25, 2007.

3. *Is It Time to Look at Simplification? Ancillary Services and EPA 2005*; EUCI Ancillary Services Conference; Denver, CO, December 14-15, 2005.
4. *RTO Costs and Benefits for Electric Cooperatives*; Web Conference of the National Association of Rural Electric Cooperatives (NRECA); December 6, 2005.
5. *Long-Term Transmission Rights (LTTRs)*; New England Public Power Summit; Shrewsbury, MA, August 2, 2005.
6. *Practical Lessons from Electric Market Development*; International Seminar on Electricity Reform and Market Building, Beijing, China, July 7, 2005.
7. *Overview of Governance Concepts, Basic Market Elements, Generic Nodal Pricing Example, Transaction Examples, and Other Market Elements*; Seminar for Executives of the Unified Electric System of Russia, Fairfax, VA, July 28, 2004.
8. *How FERC's Wholesale Market Platform will Change the Business of Hydroelectricity Supply*; Waterpower XIII Conference; Buffalo, NY; July 31, 2003.
9. *Overview of Market Elements and Generic Nodal Pricing Example*; Workshop at United Illuminating; Hartford, CT; June 17, 2003.
10. *Demand Side Participation and Private Service Providers – International Experience*; Multi Market Model Project, Stakeholder Workshop; Pretoria, South Africa; April 2, 2003
11. *Overview of Market Elements and Generic Nodal Pricing Example*; SMD Workshop of the Massachusetts Municipal Wholesale Electric Company; Ludlow, MA; January 29, 2003.
12. *International Experience*; Multi Market Model Project, 2nd Training Workshop; Pretoria, South Africa; January 15, 2003.
13. *International Experience*; Multi Market Model Project, Stakeholder Workshop; Pretoria, South Africa; January 14, 2003.
14. *Major Features, Why They are Important*; Public Utilities Commission of Texas, Day-Ahead Energy Market Workshop; Austin, TX; December 2, 2002.
15. *Generic Nodal Pricing Example*; Duke Energy; Charlotte, NC; October 3, 2002.
16. *Seminar on Locational Marginal Pricing*; Group of West Coast Public Power Entities; July 10-12, 2002.
17. *Overview of Locational Marginal Pricing, Congestion Management, and Multi-Settlement and Generic Nodal Pricing Example*; presented to several organizations; Spring 2002.
18. *Congestion Management, Physical vs. Financial*; presented to a meeting of the Alliance RTO's Market Design Advisory Group; July 18, 2001.
19. *Congestion Management, Physical vs. Financial*; presented to Transmission Access Policy Study (TAPS) Group; January 22, 2001.
20. *Desert STAR RTO Filing Report*; presented to Edison Electric Institute's conference on the October RTO Filings; November 2-3, 2000.

21. *Transmission System Operators in Liberalising Markets, Experience in the United States and Elsewhere*; presented to the World Bank's Madrid Workshop; June 26 & 27, 2000.
22. *Market Reform: Sectoral Reviews of Market Reform*; presented at the Fifth International Training Program on Utility Regulation and Strategy, University of Florida; January 1999.
23. *Hydro's Role in System Stability & Reliability: "Will the Lights Stay on?"*; presented to HydroVision 98, a conference on Hydro and Ancillary Services; July 1998.
24. *Transmission Congestion Pricing*; presented to the American Bar Association's Conference on Electricity Law and Regulation, Denver, Colorado; February 13, 1998.
25. *Competition Issues: Competition in Sectors Electricity*; presented at the Second International Training Program on Utility Regulation and Strategy, University of Florida; June 1997.
26. *The New NEPOOL Markets*; presented to various entities; February 1997.
27. *Operational Impacts of Capacity Reservation Tariff*; presented to the EEI Power Supply Policy Technical Task Force; August 20, 1996.
28. *The Implementation Challenge*; presented to an International Bar Association Seminar; June 17-18, 1996.
29. Session on *PoolCo/Bilaterals/ISO and other Market Structures*; presented to NARUC Energy Conservation Committee; April 28, 1996.
30. *Workshop on Markets/Pools*; presented to the Advisory Committee on Competition in Ontario's Electricity System; March 25, 1996.
31. *The New Markets: Ancillary Services*; presented at the 1995 EXNET Transmission Symposium; November 1, 1995.
32. *Ancillary Services: An Overview*; a panel session on Structure of Unbundled/Ancillary Services Markets; presented at 1995 IEEE Summer Power Meeting; July 25, 1995.
33. *Presentation to Wisconsin Electric Restructuring Advisory Committee*; July 19, 1995.
34. *PoolCos: Theory vs. Practice*; a panel session on Electric Industry Restructuring: Competition and the Public Interest; presented at 48th Annual NECPUC Symposium; June 14, 1995.
35. *Grid Code and Other Implementation Details*; presented to The World Bank; February 14, 1995.
36. *Similarities & Differences: Existing Pools & PoolCos*; TAPS Workshop; Chicago, Illinois; January 11, 1995.
37. *Theory vs. Practice in the U.K. and South Pacific: Implication for Utilities and Policy*; Institute of Public Utilities Conference; Williamsburg, Virginia; December 12-14, 1994.
38. *Lessons from the British Experiment: A Comparison to the United States*; TAPS Conference; Washington, D.C.; May 11, 1994.

39. *The U.K. Grid Model: What Lessons Can We Learn?*; The Management Exchange - EXNET, The Fifth Annual Transmission Symposium on Transmission Pricing, It's No Longer About ACCESS, It's Now About MONEY; Washington, D.C.; October 19, 1993.
40. *RTG vs. RTA vs. RTC: Is the Answer Regional Transmission Companies*; Executive Enterprises, Inc. Seminar on Implementing EP Act 1992: Defining the Industry's Response; Washington, D.C.; October 4-5, 1993.
41. *Transmission Developments in the United States*; Power System Computation Conference, Panel Session: The Opening of the Transmission System Implications on Power System Planning, Operations and Controls; Avignon, France; September 2, 1993.
42. *Identification of Different Types of Electricity Sales Transactions*; Southern African Development Community Energy Seminar on Inter-Utility Exchange & Pricing Policy; Lilongwe, Malawi; August 30-September 1, 1993.
43. *Issues that Need to be Addressed to Develop a Settlement System for a Restructured Electricity Supply Industry*; Meeting of a Task Force; Electricidade de Portugal in Lisbon, Portugal; July 20, 1993.
44. *Consumption of Excess Reactive Power and Measurement of Reserve Capacity & Definition of Reserve Obligations*; Seminar on Reactive Power, Reserve Capacity, and Alternative Methods of Determining Electricity Prices in Wholesale Markets; Riga, Latvia; November 19-20, 1992.
45. *Industry Structures, Market Structures, and Market Mechanisms*; ECC Seminar on International Electric industry Structures & Transmission Pricing; Arlington, Virginia; October 9, 1992.
46. *Transmission Pricing & Conditions*; ECC Seminar on Power Contracting in a Competitive Market; Arlington, Virginia; October 7-8, 1992.
47. *Products, Transmission, Markets, Pricing & Costs*; International Power Pricing Seminar; Riga, Latvia; May 27-28, 1992.
48. *Selection of Power Pool Model*; Meeting of the (Australian) National Grid Operating Committee; Melbourne, Australia; 1992.
49. *The England and Wales Electric Supply Industry Restructure: A Critique*; American Bar Association's Fifth Annual Conference on Electricity Law and Regulation; Denver, Colorado; March 12-13, 1992.
50. *Regional/National Transmission Companies*; Meeting of the Subcommittee on Strategic Issues of the National Association of Regulatory Utility Commissioners in Washington, DC; March 1, 1992.
51. *Pool Pricing Arrangements*; ECC Seminar on Contractual Arrangements for the Bulk Power Market; Arlington, Virginia; October 31 - November 1, 1991.
52. *Seminar on Pooling & Pricing*; Seminar of the State Electricity Commission of Victoria; Melbourne, Australia; August 2, 1991.
53. *The Great Britain Scene 'A Commodities Market for Electrons' and Unscheduled, Parallel or Loop Flows: The Problem Long-Term Contracts*; ECC Seminar on Real World Transmission Issues in the United States and Great Britain; Arlington, Virginia; June 4-5, 1990.
54. *New England Power Pool*; ECC Conference on Power Pooling and Transmission; Arlington, Virginia; November, 1989.

55. *Criteria, Rules and Standards No. 16 (CRS #16), NEPOOL Dispatchable Loads*; Meeting of the New England Governors' Conference Power Planning Committee; April 5, 1989.
56. *Transmission Issues in New England*; 1989 Meeting of the Transmission Task Force of the New England Governors' Conference Power Planning Committee; March 8, 1989.
57. *New England Power Pool*; ECC Conference on Power Pooling; Arlington, VA; November 16, 1988.
58. *NEPOOL, How it Relates to You*; NEPPA Operations Conference; June 14-15, 1988.
59. *Conservation and Load Management: Programs and Planning*; Presentation to the Massachusetts Department of Public Utilities; February 2, 1988.
60. *Is There Enough Generating Capacity To Meet This Summer's New England-wide Electricity Requirements*; 1987 Annual Conference of the New England Public Power Association (NEPPA); 1987.
61. *MMWEC and Cogenerators*; Forum of the New England Co-Generation Association; Cambridge, Massachusetts; May 29, 1987.
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November 1, 2017