

Ronald J. Amen

Vice President

Ronald J. Amen provides financial, regulatory, strategic, operation and litigation support to his energy clients. Mr. Amen has over twenty-eight years of combined experience in utility management and consulting in the areas of regulatory affairs, resource planning, organizational development, distribution operations and customer service, marketing and sales, and systems administration. He has particular expertise in the following areas: cost allocation and pricing issues; regulatory strategy; resource strategy, planning and financial analysis; and expert witness testimony. Prior to joining Concentric, Mr. Amen was a Director with Navigant Consulting, Inc. His prior utility experience includes Manager of Federal Regulatory Affairs at Puget Sound Energy, Inc., Director of Rates at Washington Natural Gas Company, Regional Director - Operations for Indiana Energy (now Vectren), and Data Processing Manager at Ohio Valley Gas Corporation. Mr. Amen is a graduate of the University of Nebraska. He is an Associate Member of the American Gas Association.

REPRESENTATIVE PROJECT EXPERIENCE

Resource Planning, Strategy and Financial Analysis

- Engaged by a *Pacific Northwest electric/gas utility* to assist the client with the development of a natural gas resource efficiency and direct end-use strategy, an interdepartmental initiative focused on preparing a natural gas resource efficiency plan that optimizes customers' end-use energy consumption while furthering corporate customer, financial, environmental, and social responsibilities.
- As part of a review of a *Pacific Northwest electric/gas utility's* gas procurement strategy and hedging analytics, provided gas LDC case studies for gas procurement and risk management practices, including identification of risk management best practices across the industry.
- For a *Pacific Northwest electric/gas utility*, Mr. Amen provided resource planning strategy and analysis for the Company's Least Cost Plan, including a review of the company's underlying 20-year electric and gas demand forecasts.
- Engaged by a *Pacific Northwest electric/gas utility* as a member of a consulting team serving as the client's financial advisor for the acquisition of new electric power supply resources. Conducted a multi-track solicitation process for and evaluation of generation assets and purchase power agreements. Provided regulatory support for the acquisition in a subsequent power cost rate proceeding.
- Provided an evaluation of the functions provided by a *Midwestern gas/electric utility's* underground storage facilities for the purpose of assigning cost responsibility to the various customer groups, which had been challenged by parties in the company's general rate proceeding.
- For a *Southern gas/electric utility*, conducted an evaluation of two gas operating subsidiaries, their capital planning, asset management strategy, and customer growth practices. Formulated a strategy for improving the profitability of the entities, with regulatory strategies for its two jurisdictions that included a special cost recovery mechanism for accelerated infrastructure replacement programs.
- Engaged by a *Midwestern municipal electric utility* as a member of three-consultant team that established a self-sustaining energy services business to replace its rebate-based, demand-side management programs. Area of focus included the finance and administrative functions as well as the employee evaluation and recruitment process.

- For a *European electric utility*, provided strategy and analysis support, including a review of the natural gas value chain in the U.S., as part of an overall project scope focusing on the evaluation of retail multi-energy strategies for the client.

Cost Allocation, Pricing Issues and Rate Design

- On behalf of a *Midwestern gas utility*, provided cost of service and rate design support for the Company's general rate case filings in its two State jurisdictions and in support of a Section 311 transportation filing before the Federal Energy Regulatory Commission (FERC). Provided related research, design and expert witness testimony in support of a Revenue Decoupling mechanism in one jurisdiction and a Weather Normalization Adjustment (WNA) mechanism in the other jurisdiction, along with a significant increase in fixed charges and the introduction of demand charges for the Company's largest customer classes. Conducted a pre-filing "Decoupling" workshop for the utility commission staff. Cases pending.
- For a *Midwestern energy company*, assisted the client with the pursuit of alternative regulatory initiatives in conjunction with company's expansion of its energy efficiency and conservation programs. Supported the research, design, and selection of Revenue Decoupling mechanisms for its two regulated gas utility subsidiaries. Served as the cost of service witness in general rate case filings initiated in early March 2007.
- Representing a *Pacific Northwest electric/gas utility* in two general rate proceedings, provided Cost of Service and Rate Design support, including expert witness testimony in support of the utility's proposed gas Revenue Decoupling mechanism. Conducted research on accelerated cost recovery mechanisms for Infrastructure Replacement, Electric Power Cost Adjustment mechanisms and Gas Supply Pricing Options of utilities in North America.
- Engagement director for Cost of Service and Rate Design support for the general rate proceedings of a U.S. Energy Company's *Midwestern and Northeastern gas utilities*, including expert witness testimony on cost of service, rate design and declining use-per-customer. Rate design support included a proposed ten-year weather normal, and the introduction of straight-fixed variable rates (*Midwestern LDC*). This was the third consecutive rate case engagement for the *Northeastern LDC*.
- For a *Midwestern gas/electric utility*, assisted the Company with the preparation of a retail customer choice filing for one of its gas distribution jurisdictions. Provided support for the development ancillary service costs, the design of program cost recovery mechanisms, and tariff structure for service offerings.
- Served as engagement manager for cost of service and rate design support for a *Western Canadian gas utility* client. Represented the client in its capital investment recovery proceeding for a major pipeline project, a cross-provincial transmission pipeline. The three-phase project included regulatory strategy support for executive management regarding the integration of the pipeline proposal with the utility's PBR and unbundling initiatives and an upcoming global rate design proceeding. Cost of service support included the licensing of a Cost of Service computer model.
- For a *Northeastern gas utility*, served as engagement manager for cost of service and rate design support, including expert witness testimony, for the client's participation in a state-wide gas unbundling proceeding. Subsequent projects included analysis of the client's demand forecasting capability, implementation of an algorithm-based balancing service and a cost of service studies related to transportation related administrative costs, resources supporting system reliability and recovery of potentially stranded costs.
- Engagement manager for cost of service and rate design support, including expert witness testimony, for client's asset separation and unbundling proceeding as well as a subsequent general rate case for a *Midwest gas transmission/distribution utility*. Integrated gas utility

- (wellhead to burner-tip) unbundled upstream services (production and gathering, storage, and intra-state transmission) from its distribution business.
- Provided rate design support for reconfiguration of a *Pacific Northwest gas utility's* Commercial / Industrial sales and transportation service offerings. Included collaborative work with an industrial customer stakeholder group.
 - For a *South American gas utility*, an affiliate of a major U.S. energy company, conducted a cost of service and rate design training for management personnel engaged in the planned restructuring of the rate-setting processes for three gas utilities in Brazil.
 - For a *Canadian energy marketer*, provided consulting support and position paper on cost allocation and pricing issues for Canadian gas marketer's participation in a restructuring collaborative sponsored by the intra-provincial pipeline and local distribution utility in Saskatchewan.
 - For a *Northwestern gas utility*, negotiated and obtained regulatory approval of a 20-year contract with the company's largest industrial customer, which avoided bypass of 14 primary plant facilities within the service territory, prevented loss of 48.5MM therms of annual throughput, and maintained contribution to system costs.
 - For a *Northwestern gas utility*, obtained regulatory approval of unbundled, cost-based transportation services to meet large commercial and industrial customer needs and re-designed rates of other classes to better align with new cost of service methodology. The project required the facilitation of a collaborative working group of key industrial customers, customer associations, commission staff, and consumer advocacy agencies.

Regulatory Policy, Strategy and Analysis

- Provided regulatory due diligence support for a *confidential energy company* client related to a proposed merger with a multi-jurisdictional gas/electric company, including an evaluation of the regulatory landscape in the various applicable State jurisdictions, recent regulatory decisions, and current regulatory issues.
- Provided management of an *Eastern electric/gas utility* with an evaluation of its line extension practices for both its gas and electric services and an earnings impact assessment using a proprietary evaluation model. Conducted a workshop for management on the results of the evaluation and recommendations for consideration in the areas of revenue enhancements, modification of internal policies and procedures and construction cost control areas.
- Provided management of an *Eastern gas utility* with an evaluation of the policies, procedures and tools presently used in its new customer addition process, an assessment of the impact of new customer growth on NOI, and regulatory solutions to accelerate recovery of new customer costs that best meet the regulatory requirements of its three state jurisdictions.
- Provided expert witness testimony for an *Eastern gas utility* on the subject of new area expansion programs in the U.S. for the client's general rate case proceeding. As part of a negotiated settlement of the case, the client was permitted to establish a new area expansion pilot program.
- For a *Pacific Northwest electric/gas utility*, redesigned gas line extension policy based on financial investment criteria, standardized construction costs, and revenue contributions derived from the client's residential end-use data (building type/size/vintage, appliance type, etc.). Introduced a new customer rate option for customers whose facilities extensions did not meet the target rate of return requirement, which significantly reduced earnings attrition caused by rapid customer growth. In a later general rate proceeding, testimony support was provided regarding the modifications and revisions to the facilities extension program.
- Assisted a *Pacific Northwest gas utility* in the restructuring of its commercial / industrial service offerings, including collaborative work with an industrial customer group.

- Provided case strategy and cost of service support for the biennial cost allocation proceedings of *two utility subsidiaries of a Western U.S. energy company*.

Utility Distribution System Operations

- For a *Northwestern gas/electric utility*, conducted an evaluation of the Company's key accounts (Top 100) and business account services organization. Work included compilation of "best practices" from peer group utilities, recommendations related to staffing levels, roles and responsibilities, and the interrelationships with the customer service (call center), revenue management and community relations organizations of the utility.
- For an *Eastern gas utility*, provided market monitoring strategies and action plans based on an analysis of competitive threats and discussions with the client's customers and other utilities facing similar issues. Intent of recommended monitoring strategies and corresponding action plans to result in increased customer growth (meters) and/or customer retention, including a prioritized implementation approach to the monitoring strategies and action plans, based on benefits to the client and time to implement.
- Provided research and consulting support for a *Midwestern gas/electric utility* to establish performance metrics and benchmarks from peer group companies for the client's performance management system.
- For a *Midwestern energy company*, Mr. Amen was responsible for marketing, customer service, distribution system construction, operation and maintenance, for a regional operating service territory of the company's gas utility. Among other gas operations responsibilities, Mr. Amen managed a field sales force responsible for sales plan development, including market analysis, program design, and cost-effectiveness evaluations for the following customer segments and/or trade alley groups: residential home builders and commercial developers; HVAC contractors; large commercial and industrial key accounts; public institutions; and governmental facilities.

Expert Witness Testimony Presentation

- Arkansas Public Service Commission
- British Columbia Utility Commission (Canada)
- Connecticut Department of Public Utility Control
- Delaware Public Service Commission
- Illinois Commerce Commission
- Indiana Utility Regulatory Commission
- Missouri Public Service Commission
- Oklahoma Corporation Commission
- Pennsylvania Public Utility Commission
- Washington Utilities and Transportation Commission
- Federal Energy Regulatory Commission

PROFESSIONAL HISTORY

Concentric Energy Advisors, Inc. (2007 – Present)

Vice President

Navigant Consulting, Inc. (1997 – 2007)

Director

Puget Sound Energy, Inc. (1997)

Manager, Federal Regulatory Affairs

Washington Natural Gas Company (merged with Puget Power and Light to form Puget Sound Energy in 1997) (1993 – 1997)

Director, Rates and Tariffs

Indiana Energy (now Vectren) (1984 – 1993)

Regional Director - Operations

Director of Rates

Ohio Valley Gas Corporation (1978 – 1984)

Data Processing Manager

Assistant District Manager

EDUCATION

B.S., Business Administration (Finance and Economics), College of Business Administration, University of Nebraska, 1978

PROFESSIONAL ASSOCIATIONS

American Gas Association

Past Member, Marketing & Regulatory Committees of the Pacific Coast Gas Association

Past Member, Rate Committee of the American Gas Association

Past Member, Statistics and Load Forecasting Methods Committee of the American Gas Association

Past Chairman, Rate Committee of the Indiana Gas Association

PUBLICATIONS/PRESENTATIONS

- “Enhancing the Profitability of Growth,” American Gas Association, Rate and Regulatory Issues Seminar, April 4-7, 2004
 - “Regulatory Treatment of New Generation Resource Acquisition: Key Aspects of Resource Policy, Procurement and New Resource Acquisition,” Law Seminars International, Managing the Modern Utility Rate Case, February 17-18, 2005
 - “Managing Regulatory Risk – The Risk Associated with Uncertain Regulatory Outcomes,” Western Energy Institute, Spring Energy Management Meeting, May 18-20, 2005
 - “Capital Asset Optimization – An Integrated Approach to Optimizing Utilization and Return on Utility Assets,” Southern Gas Association, July 18-20, 2005
 - “Resource Planning as a Cost Recovery Tool,” Law Seminars International, Utility Rate Case Issues & Strategies, February 22-23, 2007
 - “Natural Gas Infrastructure Development and Regulatory Challenges,” Southeastern Association of Regulatory Utility Commissioners, Annual Conference, June 4-6, 2007
-