

NORWOOD ENERGY CONSULTING, L.L.C.

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RESUME OF SCOTT NORWOOD

SUMMARY

Mr. Norwood is an energy consultant with over 28 years of experience in electric energy market analysis, regulatory consulting, and energy procurement.

Mr. Norwood founded Norwood Energy Consulting, L.L.C. in January of 2004. The firm specializes in energy regulation and procurement for consumers and consumer-owned utilities. Before founding Norwood Energy Consulting, Mr. Norwood was a Principal of GDS Associates, Inc., a Marietta, Georgia based energy consulting firm. In 18 years with GDS, Mr. Norwood directed a wide range of consulting projects including merchant plant due diligence studies; deregulated market price forecasts; power supply planning and procurement projects; electric restructuring policy analysis; and studies of power plant dispatch and production costs.

His clients include government agencies, publicly-owned utilities, public service commissions, power developers, financial institutions, municipalities and various other electric consumer interests.

Mr. Norwood has presented expert testimony on electric restructuring and regulatory matters before the Arkansas House of Representatives, Virginia's Legislative Committee on Electric Utility Restructuring, and in regulatory proceedings in Arkansas, Georgia, Iowa, Illinois, Michigan, New Jersey, Oklahoma, South Dakota, Texas, Virginia and Wisconsin. His most recent work has been focused on assisting consumers and market participants in addressing business risks and opportunities arising from the restructuring and deregulation of electric power markets.

Before joining GDS, Mr. Norwood served as Manager of Power Plant Engineering for the Staff of the Public Utility Commission of Texas from 1984 through 1986 where he was responsible for directing analysis and testimony on power plant construction and operational issues and cogeneration avoided cost filings. He began his career in 1980 as Staff Electrical Engineer with the City of Austin's Electric Utility Department where he was responsible for electrical maintenance and design projects at three gas-fired power plants.

EDUCATION

B.S. Electrical Engineering, December 1980, University of Texas at Austin. Broad engineering curriculum with emphasis on Electric Power Systems Analysis and Design.

EXPERIENCE

Energy Planning and Procurement Services

Dell Computer Corporation – Negotiated retail power supply agreement for Dell's Round Rock, Texas facilities producing annual savings in excess of \$2 million.

Texas Association of School Boards Electric Aggregation Program – Serve as TASB's consultant in the development, marketing and administration of a retail electric aggregation program consisting of 2,500 Texas schools with a total load of over 300 MW. Program produced annual savings of more than \$30 million in its first year.

S.C. Johnson - Analyzed and presented testimony addressing Wisconsin Electric Power Company's \$4.1 billion CPCN application to construct three coal-fired generating units in southeast Wisconsin.

City of Chicago, Illinois Attorney General, Illinois Citizens' Utility Board - Analyzed Commonwealth Edison's proposed divestiture of the Kincaid and State Line power plants to SEI and Dominion Resources.

Georgia Public Service Commission - Analyzed and presented testimony on Georgia Power Company's integrated resource plan in a certification proceeding for an eight unit, 640 MW combustion turbine facility.

South Dakota Public Service Commission - Evaluated integrated resource plan and power plant certification filing of Black Hills Power & Light Company.

Shell Leasing Co. - Evaluated market value of 540 MW western coal-fired power plant.

Community Energy Electric Aggregation Program – Served as Community Energy's consultant in the development, marketing and start-up of a retail electric aggregation program consisting of major charitable organizations and their donors in Texas.

Austin Energy – Conducted competitive solicitation for peaking capacity. Developed request for proposal, administered solicitation and evaluated bids.

Austin Energy - Provided technical assistance in the evaluation of the economic viability of the City of Austin's ownership interest in the South Texas Project.

Austin Energy - Assisted with regional production cost modeling analysis to

assess production cost savings associated with various public power merger and power pool alternatives.

Sam Rayburn G&T Electric Cooperative - Conducted competitive solicitation for peaking capacity. Developed request for proposal, administered solicitation and evaluated bids.

Rio Grande Electric Cooperative, Inc. - Directed preparation of power supply solicitation and conducted economic and technical analysis of offers.

Electric Restructuring Analyses

Electric Power Research Institute - Evaluated regional resource planning and power market dispatch impacts on rail transportation and coal supply procurement strategies and costs.

Arkansas House of Representatives – Critiqued proposed electric restructuring legislation and identified suggested amendments to provide increased protections for small consumers.

Virginia Legislative Committee on Electric Utility Restructuring – Presented report on status of stranded cost recovery for Virginia's electric utilities.

Georgia Public Service Commission – Developed models and a modeling process for preparing initial estimates of stranded costs for major electric utilities serving the state of Georgia.

City of Houston – Evaluated and recommended adjustments to Reliant Energy's stranded cost proposal before the Public Utility Commission of Texas.

Oklahoma Attorney General – Evaluated and advised the Attorney General on technical, economic and regulatory policy issues arising from various electric restructuring proposals considered by the Oklahoma Electric Restructuring Advisory Committee.

State of Hawaii Department of Business, Economics and Tourism – Evaluated electric restructuring proposals and developed models to assess the potential savings from deregulation of the Oahu power market.

Virginia Attorney General - Served as the Attorney General's consultant and expert witness in the evaluation of electric restructuring legislation, restructuring rulemakings and utility proposals addressing retail pilot programs, stranded costs, rate unbundling, functional separation plans, and competitive metering.

Western Public Power Producers, Inc. - Evaluated operational, cost and regional competitive impacts of the proposed merger of Southwestern Public Service Company and Public Service Company of Colorado.

Iowa Department of Justice, Consumer Advocate Division - Analyzed stranded investment and fuel recover issues resulting from a market-based pricing proposal submitted by MidAmerican Energy Company.

Cullen Weston Pines & Bach/Citizens' Utility Board - Evaluated estimated costs and benefits of the proposed merger of Wisconsin Energy Corporation and Northern States Power Company (Primerger).

City of El Paso - Evaluated merger synergies and plant valuation issues related to the proposed acquisition and merger of El Paso Electric Company and Central & Southwest Company.

Rio Grande Electric Cooperative, Inc. - Analyzed stranded generation investment issues for Central Power & Light Company.

Regulatory Consulting

New York Public Service Commission - Conducted inter-company statistical benchmarking analysis of Consolidated Edison Company to provide the New York Public Service Commission with guidance in determining areas that should be reviewed in detailed management audit of the company.

Georgia Public Service Commission - Presented testimony before the Georgia Public Service Commission in Docket 3840-U, providing recommendations on nuclear O&M levels for Hatch and Vogtle and recommending that a nuclear performance standard be implemented in the State of Georgia.

Georgia Public Service Commission - Analyzed and provided recommendations regarding the reasonableness of nuclear O&M costs, fossil O&M costs and coal inventory levels reported in GPC's 1990 Surveillance Filing.

New York Public Service Commission - Conducted inter-company statistical benchmarking analysis of Rochester Gas & Electric Company to provide the New York Public Service Commission with guidance in determining areas which should be reviewed in detailed management audit of the company.

Oklahoma Attorney General - Analyzed and presented testimony regarding fuel and purchased power, depreciation and other expense items in Oklahoma Gas & Electric Company's 2001 rate case before the Oklahoma Corporation Commission.

City of Houston - Analyzed and presented testimony regarding fossil plant O&M expense levels in Houston Lighting & Power Company's rate case before the Public Utility Commission of Texas.

City of El Paso - Analyzed and presented testimony regarding regulatory and

technical issues related to the Central & Southwest/El Paso Electric Company merger and rate proceedings before the PUCT, including analysis of merger synergy studies, fossil O&M and purchased power margins.

Residential Ratepayer Consortium - Analyzed Fermi 2 replacement power and operating performance issues in 1994 and 1995 fuel reconciliation proceedings for Detroit Edison Company before the Michigan Public Service Commission.

Residential Ratepayer Consortium - Analyzed and prepared testimony addressing coal plant outage rate projections in the Consumer's Power Company fuel proceeding before the Michigan Public Service Commission.

City of El Paso - Analyzed and developed testimony regarding Palo Verde operations and maintenance expenses in El Paso Electric Company's 1991 rate case before the Public Utility Commission of Texas.

City of Houston - Analyzed and developed testimony regarding the operations and maintenance expenses and performance standards for the South Texas Nuclear Project, and operations and maintenance expenses for the Limestone and Parish coal-fired power plants in HL&P's 1991 rate case before the PUCT.

City of El Paso - Analyzed and developed testimony regarding Palo Verde operations and maintenance expenses in El Paso Electric Company's 1990 rate case before the Public Utility Commission of Texas. Recommendations were adopted.

Power Plant Management

City of Austin Electric Utility Department - Analyzed the 1994 Operating Budget for the South Texas Nuclear Project (STNP) and assisted in the development of long-term performance and expense projections and divestiture strategies for Austin's ownership interest in the STNP.

City of Austin Electric Utility Department - Analyzed and provided recommendations regarding the 1991 capital and O&M budgets for the South Texas Nuclear Project.

Sam Rayburn G&T Electric Cooperative - Developed and conducted operational monitoring program relative to minority owner's interest in Nelson 6 Coal Station operated by Gulf States Utilities.

KAMO Electric Cooperative, City of Brownsville and Oklahoma Municipal Power Agency - Directed an operational audit of the Oklaunion coal-fired power plant.

Sam Rayburn G&T Electric Cooperative - Conducted a management/technical assessment of the Big Cajun II coal-fired power plant in conjunction with

ownership feasibility studies for the project.

Kamo Electric Power Cooperative - Developed and conducted operational monitoring program for client's minority interest in GRDA Unit 2 Coal Fired Station.

Northeast Texas Electric Cooperative - Developed and conducted operational monitoring program concerning NTEC's interest in Pirkey Coal Station operated by Southwestern Electric Power Company and Dolet Hills Station operated by Central Louisiana Electric Company.

Corn Belt Electric Cooperative/Central Iowa Power Cooperative - Perform operational monitoring and budget analysis on behalf of co-owners of the Duane Arnold Energy Center.

PRESENTATIONS

Quantifying Impacts of Electric Restructuring: Dynamic Analysis of Power Markets, 1997 NARUC Winter Meetings, Committee on Finance and Technology.

Quantifying Costs and Benefits of Electric Utility Deregulation: Dynamic Analysis of Regional Power Markets, International Association for Energy Economics, 1996 Annual North American Conference.

Railroad Rates and Utility Dispatch Case Studies, 1996 EPRI Fuel Supply Seminar.

Quantifying Potentially Stranded Costs: Modeling and Policy Issues, 1996 NASUCA Annual Meeting.