

BIOGRAPHY

OF

JAMES JOHN HOECKER

James John "Jim" Hoecker is the founder and principal of Hoecker Energy Law and Policy PLLC, a Washington D.C. law firm and strategic advisor to the energy industry, and Senior Counsel to Husch Blackwell Sanders LLP. Prior to returning to private law practice, he was the Nation's top energy regulator, having served for four years as Chairman of the Federal Energy Regulatory Commission. He was also a Member of the Commission from May 1993 until designated by President Clinton to chair the Commission on June 19, 1997. Mr. Hoecker departed that position and federal service on January 18, 2001.

Mr. Hoecker's practice is focused on emerging natural gas and electric markets and involves regulatory, legislative, and transactional work for companies adapting to and competing in the new competitive business environment. He has served as an expert witness in various state and federal forums and in Canada and has advised foreign countries and utilities on energy industry restructuring. Mr. Hoecker specializes in matters affecting public utilities, pipeline certificate cases, hydroelectric re-licensing, development of regional transmission organizations, and corporate mergers and utility asset dispositions.

As a member of the Board of Directors of Allegheny Energy from 2001 until 2003, he served as Lead Director and a member of the Audit Committee. Between tours in public service, Mr. Hoecker has practiced law as a partner in Keck, Mahin & Cate LLP, Jones Day Reavis & Pogue, and most recently Vinson & Elkins LLP.

Mr. Hoecker's energy law career began on the Commission staff (1979-1988), where he served as Assistant General Counsel for Gas and Oil Litigation, Assistant General Counsel for Rulemaking and Legislative Analysis, and a legal advisor to two Commissioners. As a staff member and later as Commissioner, Mr. Hoecker participated in initiating or implementing the Commission's most significant pro-competitive policies of the past 25 years, beginning with Order Nos. 436 and 436-A (natural gas pipeline open access) in 1985 and including Order No. 888 (electric transmission open access) and Order No. 2000 (regional transmission organizations).

PERSONAL AND EDUCATIONAL DATA

. A native of Wisconsin, he has lived in Virginia for 29 years. He was born in Rhinelander, Wisconsin, on July 12, 1945. He received his B.A. from Northland College, Ashland, Wisconsin, in 1967; a M.A. and Ph.D. from the University of Kentucky, in 1970 and 1975 respectively; and his Juris Doctor from the University of Wisconsin Law School in 1978. In addition to his energy practice, Mr. Hoecker also taught history at the university level. He is

married to Rebecca Evans Hoecker. They have two grown children and three grandchildren.

FERC CHAIRMANSHIP

During his Chairmanship (1997 - 2001), Mr. Hoecker worked to prepare the Commission for its role in the digital economy and the competitive energy market environment of the 21st Century. He emphasized the benefits of competition for consumers and the importance of sustainable energy project development. At Chairman Hoecker's urging, the Commission asserted leadership over wholesale power market restructuring, natural gas market reform, electric reliability issues, and environmental review and compliance in the hydropower project and gas pipeline areas. At his direction, the Commission's structure was revamped, its processes streamlined, its information technology commitment enhanced, and its regulatory technique made more open and collaborative.

Mr. Hoecker's leadership as chairman resulted directly in the following:

- The Commission's initiative advancing Regional Transmission Organization formation, Order No. 2000.
- The Commission's major initiative to improve interstate natural gas transportation to maximize market efficiency and fairness, Order No. 637.
- Commission action on electric reliability matters, including the 1998 Midwest price spike report and orders on electronic tagging, transmission line loading relief, and WSCC's reliability management system.
- Adoption of a sustainable Pipeline Certificate Policy Statement that accounts for and balances market need and the environmental and landowner impacts arising from proposed new construction.
- Resolution of highly disputed cases, such as the relicensing of the Cushman Dam project, decommissioning of Edwards Dam in Maine, the Kansas ad valorem tax refund case, the Independence Pipeline certificate case, and over 20 major electric utility mergers.
- Reform and streamlining of the administrative litigation process, ex parte rules, complaint processing rules, and pipeline landowner notification rules.
- Initiation of the "FERC First" program, which reengineered the entire agency into a more efficient and market-responsive organization.
- The First Commission Strategic Plan.
- The First Commission "State of the Markets" Report.

- Creation of a Federal Interagency Task Force and Advisory Committee on Hydropower Licensing Reform and Environmental Review.
- Support for the natural gas industry Y2K readiness, by chairing the Oil & Gas Working Group of the President's Council on Year 2000 Conversion.
- Greater emphasis on alternative dispute resolution and collaborative processes.
- Information technology initiatives, including electronic filing, workflow tracking, the e-commerce policy project, and appointment of the agency's first Chief Information Officer.
- New budget disciplines, such as the "manage-to-budget" program, slimming down middle management, and a reduction of overall workforce by 15 percent.
- The Distinguished Speakers Series: presentations by notables from the corporate world, journalism, government, politics, academe, and the courts.

AWARDS AND PROFESSIONAL ACTIVITIES

Distinguished Service Award, National Energy Resources Organization, April 2000

Silver Good Citizenship Award, National Society of the Sons of the American Revolution, May 21, 2000

Former Member and Lead Director, Board of Directors, Allegheny Energy, 2001 - 2003

Council Member, Section on Environment, Energy and Resources, American Bar Association, 2001 - present

Board Member, National Council on Competition and the Electric Industry, 1995-2001

Member, Board of Advisors, Automated Energy, 2002 – 2004

Member, Board of Advisors, IDEAS (Integrated Development of Essential Assets and Services) Foundation, Center for the Advancement of Energy Markets, 2001 – 2005

Trustee, Northland College (Wisconsin), 1989 - 2004

Practitioner-in-Residence, University of Tulsa, College of Law, Fall 2001

Co-Chair, Energy Team, Clinton/Gore Campaign, 1992

Presidential Transition Team, Natural Resources Cluster, 1992

Delegate, Clinton Administration Delegation to South Africa on Sustainable Energy and Empowerment, August 1995

Member, National Committee on U.S.-China Relations

Member, State Bar of Wisconsin, District of Columbia Bar, U.S. Court of Appeals (D.C. and Sixth Circuits), U.S. Supreme Court Bar, American Bar Association, and Energy Bar Association

Chair, Natural Gas Act Rate and Accounting Regulations Committee, Federal Energy Bar Association, 1992-1993

Assistant Editor, Natural Resources and Environment magazine (ABA), 1989-1993

Selected PUBLICATIONS

Natural Gas & Electricity (Wiley Periodicals):

“Maybe The Fuel of Choice – Again”, June 2008.

“Carbon-constrained Energy Policy”, April 2008.

“Requiem for Mobile-Sierra?”, December 2007.

“FERC Begins to Use Its Formidable New Enforcement Role”, October 2007.

“Transmission Planning – A New Lever for FERC?”, August 2007.

“Carbon and The Court”, June 2007.

“Climate In Washington”, April 2007.

“What To Expect (Or Not) From the Newly-Democratic Congress”, January 2007.

“Electric Transmission Problems Affect U. S. Competitiveness”, November 2006.

“Spoiling For A Fight On Energy Policy”, September 2006.

“EPAct Gives States A Chance To Determine Transmission Siting”, February 2006.

“Regional Restructuring”, Electric Perspectives (March/April 2006).

“Two Challenges, One Solution – Grid Investment and Restructuring”, [with Stephen Angle], Public Utilities Fortnightly (August 2005)

Foreword to Peter Fox-Penner, Electric Utility Restructuring: A Guide to the Competitive Era (1997).

“The NEPA Mandate and Federal Regulation of the Natural Gas Industry,” 13 Energy Law Journal 265 (1992).

“FERC Changes the Rules of the Game” [Order No. 636 Restructuring], Petroleum Economist, July 1992.

“New State Restrictions on Gas and Oil Production: A Domestic OPEC?,” Natural Resources & Environment Magazine (ABA), Summer 1992.

“‘Used and Useful’: Autopsy of a Ratemaking Policy,” 8 Energy Law Journal 303 (1987).

“Exemptions from Part 1 of the Federal Power Act for Small Hydroelectric Power Projects,” (Proceedings of) Water Power 81: An International Conference on Hydropower, U.S. Army Corps of Engineers, 1981.

“Section INS 3.39, Wisconsin Administrative Code: The Origins and Development of a Medicare Supplement Insurance Regulation,” The Insurance Law Journal, February 1979.

“Joseph Priestley and the Idea of Progress,” New York: Garland Press, 1987.

“Joseph Priestley and Utilitarianism in the Age of Reason,” Enlightenment and Dissent, 1984.

CONGRESSIONAL TESTIMONY (1996 – 2001)

Testimony on *FERC’s Final Rule on Open Access Transmission and the Future of Electric Utility Regulation and Electric Restructuring in General (Order No. 888)*, before the Subcommittee on Energy and Power; U.S. House of Representatives, May 1, 1996.

Testimony on *Final Rule Order No. 888 and Electric Restructuring Generally*, before the Committee on Energy and Natural Resources; U.S. Senate, July 11, 1996.

Testimony on *Electric Utility Restructuring Legislation, Role of the States*, before the Subcommittee on Energy and Power; U.S. House of Representatives, October 21, 1997.

Testimony on *Oversight Hearing to Review FERC’s Hydro Relicensing Procedures*, before the Subcommittee on Water and Power; U.S. Senate, October 30, 1997.

Testimony on *FERC’s FY 1999 Budget Request*, before the Subcommittee on Energy and Water Development; U.S. House of Representatives, March 16, 1998.

Testimony on *Year 2000 Readiness of Oil, Natural Gas, and Electric Industries*, before the

Special Committee on the Year 2000 Technology Problem; U.S. Senate, June 12, 1998.

Testimony on *Electricity Pricing Abnormalities in the Midwest During June 1998*, before the Committee on Energy and Natural Resources; U.S. Senate, September 24, 1998.

Testimony on *Restructuring of the Electric Power Industry and Matters Directly Related to Electric Reliability and Transmission Access Issues*, before the Subcommittee on Energy and Power; U.S. House of Representatives, April 22, 1999.

Testimony on *FERC's FY 2000 Budget Request*, before the Subcommittee on Energy and Water Development; U.S. House of Representatives, April 26, 1999.

Testimony on *H.R. 459*, an act to extend the construction deadlines applicable to a hydroelectric project licensed by the FERC (written testimony for the record), before the Subcommittee on Water and Power; U.S. Senate, May 27, 1999.

Testimony on *Federal Regulatory Initiatives on Electricity Restructuring, Especially as They Relate to Power Marketing Agencies*, before the Subcommittee on Water and Power; U.S. House of Representatives, June 24, 1999.

Testimony on *Federal Electricity Legislation*, before the Committee on Energy and Natural Resources; U.S. Senate, June 29, 1999.

Testimony on *S. 1236*, an act to extend the construction deadlines applicable to a hydroelectric project licensed by the FERC (written testimony for the record), before the Subcommittee on Water and Power; U.S. Senate, July 28, 1999.

Testimony on *Year 2000 Readiness of the Oil and Natural Gas Industries*, before the Special Committee on the Year 2000 Technology Problem; U.S. Senate, August 4, 1999.

Testimony on *Electricity Competition and Reliability Act*, before the Subcommittee on Energy and Power; U.S. House of Representatives, October 5, 1999.

Testimony on *Hydro Legislation*, before the Subcommittee on Energy and Power; U.S. House of Representatives, March 30, 2000.

Testimony on *Pending Electric Industry Restructuring Bills*, before the Committee on Energy and Natural Resources; U.S. Senate, April 27, 2000.

Testimony on *Hydro Licensing Reform Legislation (S.740)*, before the Subcommittee on Water and Power; U.S. Senate, May 23, 2000.

Testimony on *Electric Utility Industry Restructuring: The California Market*, before the Subcommittee on Energy and Power; U.S. House of Representatives, September 11, 2000.

Testimony on *Alaska Natural Gas Projects*, before the Committee on Energy and Natural Resources; U.S. Senate, September 14, 2000.

Testimony on *Potential Energy Crisis in the Winter of 2000*, before the Committee on Government Reform; U.S. House of Representatives, September 21, 2000.

Testimony on *Current American Natural Gas and Heating Oil Markets*, before the Subcommittee on Energy and Power; U.S. House of Representatives, September 28, 2000.

Testimony on *Electricity Challenges Facing the Northwest*, before the Subcommittee on Energy Research, Development, Production and Regulation; U.S. Senate, October 5, 2000.

SPEECHES (1997 – Present)

As FERC Chairman

“Appreciating the Certainties and Enduring the Uncertainties of Electric Restructuring”, IPAA Electric Forum; Houston, TX, January 31, 1997.

“The Independent Regulator as Policymaker”, German Energy Market Liberalization Group, Department of State and Department of Energy; Washington, DC, February 24, 1997.

“Small Wholesale Customers as Stakeholders in Electric Restructuring”, Michigan Electric Cooperative Association; Lansing, MI, March 4, 1997

“Will Utility Regulators Balance the Demands of Competition and Community Needs?”, Institute for International Research, Unions and Utilities: Partnerships for Change; New Orleans, LA, March 13, 1997.

“Electric Reform Consumers Can Thrive On”, National Association of State Utility Consumer Advocates (NASUCA), 1997 Capitol Hill Conference; Washington, DC, March 21, 1997

“The Salad Days of the Domestic Gas Market”, Cross-Border Services; Washington, DC, April 10, 1997.

“A Washington View of Restructuring Developments in the Northeast...And Vice Versa”, 7th Annual Northeast Power Market Conference; Boston, MA, April 14 1997.

“Electric Restructuring, Technology, and the Environment”, Industrial Energy Technology Conference; Houston, TX, April 23, 1997.

“Unbundling Responsibility for Electric Reliability: What is the Federal Response?”, Southwest Public Power and Water Symposium; Anaheim, CA, May 1, 1997.

“Cross-Border Effects of Electric Restructuring: Can the Mutual Needs and Separate Demand or Good Neighbors be Accommodated?”, The Canadian Institute; Toronto, Ontario, CANADA, May 15, 1997.

“Electric Restructuring: A Matter of Federal Leadership and Followership”, National Association of Energy Service Companies; Pasadena, CA, May 22, 1997.

“Energy Industry Restructuring: Journey or Destination?”, Southeastern Association of Regulatory Utility Commissioners – 1997 Conference; Lexington, KY, June 2, 1997.

“Gas in Our Time”, Process Gas Consumers Group: Second Annual Conference; Washington, DC, June 6, 1997.

“FERC’s NEPA Review: Procedures that Balance Values”, Southern Gas Association/Federal Energy Bar Association Live Satellite Broadcast; Washington, DC, June 12, 1997.

“The Changing of the Guard at FERC and Electric Restructuring: No News Is Good News”, United States Energy Association/Johnson Controls, Inc., Eighth Annual Energy Efficiency Forum; Washington, DC, June 18, 1997.

Remarks to NARUC Gas, Electric, Energy Resources Committees, National Association of Regulatory Utility Commission (NARUC); San Francisco, CA, July 22, 1997.

Remarks to AGA’s FERC Regulatory Committee; Washington, DC, August 1, 1997.

Remarks to American Bar Association, Section of Public Utility, Communications and Transportation Law: Rural Electric Meeting and Panel II: Mergers and Restructuring; San Francisco, CA, August 5, 1997.

“Looking Ahead at Federal Electricity Issues”, Edison Electric Institute, Chief Executive Conference; Kansas City, MO, September 4, 1997.

“I Read the News Today, Oh, Boy...: Reflections on the Transition to Competition”, The Public Forum Institute, The Power Summit: TVA in a Competitive Marketplace; Nashville, TN, September 19, 1997.

“FERC Oversight of the Evolving Natural Gas Marketplace”, DOE and NARUC Sixth Annual Natural Gas Conference; Palm Springs, CA, September 22, 1997.

“The Status of Electric Restructuring Today”, Gas Distributors Exchange; Washington, D.C., September 30, 1997.

“Inventing An International Power Market: Local Needs Versus Market-Wide Necessity”, Cross-Border Electric Trade; Phoenix, AZ, October 23, 1997.

“The Commission’s Electric Agenda and Some Things that Go Bump In the Night”, Electricity Consumers Resource Council; Washington, DC, October 31, 1997.

“The Commission’s Evolving Agenda In the Competitive Era”, Federal Energy Bar Association of Houston and the Houston Women’s Energy Network; Houston, TX, November 17, 1997.

“Flexibility for Regulated Network Industries: How Much Is Enough”, The Federal Energy Bar Association Mid-Year Meeting; Washington, DC, November 20, 1997.

“Focusing on The Common Threads and Mutual Interests in Electric Restructuring”, DOE/NARUC National Electricity Forum; Washington, DC, December 9, 1997.

“Keeping Electric Restructuring Moving Forward”, The Eleventh Annual Utility M&A Symposium; New York, NY, February 3, 1998.

“Electric Restructuring: Macro-Policies with Micro-Impacts”, National Association of State Energy Offices, 1998 Energy Outlook Meeting; Washington, DC, February 10, 1998.

“Goodbye to Agnosticism About Wholesale Market Structure”, ABA Section on Natural Resources, Energy & Environmental Law, Conference on Electricity Law and Regulation; Denver, CO, February 12, 1998.

“Federal Energy Outlook In A Time of Change”, 1998 Federal Energy and Environmental Matters Conference; Washington, DC, March 15, 1998.

“Four Steps To A Modern Regulatory Agenda - New Directions For California’s Energy Market, A California Roundtable”, Carmel, CA, April 2, 1998.

“Climate Change At the FERC”, American Gas Association, 1998 Government Relations Policy Forum; Orlando, FL, April 23, 1998.

“FERC’s Emerging Role: Charles Darwin or Mr. Goodwrench”, Electric Power Supply Association, Spring Membership Meeting; Washington, DC, April 29, 1998.

“Hydropower And The Future”, National Hydropower Association, 1998 National Conference; Washington, DC, April 30, 1998.

“Restructuring As A Work In Progress”, National Coal Council, Semi-Annual Full Council Meeting; Washington, DC, May 8, 1998.

Remarks before the Women in Government Relations; Washington, DC, June 2, 1998.

Remarks before the 57th Annual Western Conference of Public Service Commissioners; Sun River, OR, June 7, 1998.

Remarks before the Mid-America Regulatory Conference (MARC) Annual Conference; Overland Park, KS, June 22, 1998.

“The FERC’s Role In Emerging Energy Markets”, Interstate Natural Gas Association of America, Security Analysts Conference; Colorado Springs, CO, July 18, 1998.

“FERC-NARUC Meeting on Midwest Electric Pricing Issues”; Chicago, IL, August 14, 1998.

Remarks before the Entergy Board of Directors, Washington, DC, September 14, 1998.

“Electric Competition Revolution: The Sequel”, Sixth DOE/NARUC National Electricity Forum; Houston, TX, September 17, 1998.

“Electric Competition Revolution: The Sequel”, The Keystone Institute Energy Board; Houston, TX, September 25, 1998.

“Is the Natural Gas Business Ready for the Information Economy”, Gas Industry Standards Board (GISB); San Antonio, TX, September 30, 1998.

“A ‘Sense of Where You Are’ – Some Thoughts on the Road to Competition”, DOE/NARUC Electricity Forum; Pittsburgh, PA, October 5, 1998.

“How FERC Works Differently Than the Way It Used To”, Pasha Publications; Alexandria, VA, October 7, 1998.

“How Will We Traverse the Competitive Jungle”, NARUC Annual Convention; Orlando, FL, November 11, 1998.

“FERC’s Agenda: Three Parts, One Direction”, Southern Gas Association; Pinehurst, NC, November 16, 1998.

“Regionalism in Electricity Markets: It’s Time to Have the Debate”, Edison Electric Institute, Winter Chief Executive Conference; Scottsdale, AZ, January 8, 1999.

“RTOs: If Not Now, When?”, Electric Power Supply Association’s Executive Conference; Tucson, AZ, January 25, 1999.

“Two Countries, One Market: Can We Have One Energy Policy Agenda?”, Canadian Embassy; Washington, DC, January 28, 1999.

Remarks, “Regional Transmission Organizations Consultation Session (RM99-2-000)”, FERC; St. Louis, MO, February 11, 1999

Remarks, “Regional Transmission Organizations Consultation Session (RM99-2-000)”, FERC, Washington, D.C., February 17, 1999

“Moving Ahead With Competition: What Role Should the Regulator Play”, American Conference Institute; Washington, DC, February 18, 1999.

“Technical Conference on Y2K Issues for the Oil and National Gas Sector (PL98-7-000)”, President’s Council; Washington, DC, February 18, 1999.

“Federal Regulators Reach Out For Policy Partnerships”, The Energy Council; Washington, DC, March 1, 1999.

“Energy Competition is Coming, Even for Low-Cost States”, Metropolitan Milwaukee Association of Commerce; Milwaukee, WI, March 19, 1999.

“FERC’s Agenda for Change—Who Gets the Last Laugh,” Natural Gas Roundtable; Washington, DC, April 8, 1999.

Remarks, “Regional Transmission Organizations (RTOs)”, Harvard Electricity Policy Group (HEPG); Washington, DC, May 24, 1999.

“Plain Talk About Electric Competition”, American Public Power Association (APPA); Salt Lake City, UT, June 21, 1999.

“Regulation and the Energy Marketplace: One Hand Washes the Other”, 55th Annual Meeting of the INGAA; Aventura, FL, October 4, 1999.

“Seamless Markets for Bulk Power: Is the Northeast Close or Far Away”, Northeast Interregional Independent System Operator Coordination Conference; Albany, NY, October 7, 1999.

Remarks for “Y2K Press Conference”, Oil & Gas Sector Working Group, National Press Club; Washington, DC, October 20, 1999.

“FERC as a Process-Centered Organization: Will it be Better, Faster, Cheaper?”, Federal Energy Bar Association, 1999 Mid-Year Meeting; Washington, DC, November 18, 1999.

“Oil Pipeline Regulation as Part of the Changing FERC Agenda”, Association of Oil Pipeline, Annual Winter Meeting; Washington, DC, December 1, 1999.

“The Challenge to Establish New Business and Regulatory Models for the New Century”, Institute of Public Utilities, 31st Annual Conference; Williamsburg, VA, December 8, 1999.

“Chairman’s Remarks for DOE Press Event”, President’s Council, Year 2000 Conversion, Oil & Gas Sector Working Group; Washington, DC, December 16, 1999.

“Order No. 2000: First Impressions as the Rubber Meets the Road”, Public Utility Research

Center, Annual Conference; Gainesville, FL, February 25, 2000.

Remarks for Anderson Consulting: International Utilities, Executive Conference; Boca Raton, FL, February 29, 2000.

“Restructuring the Wholesale Power Market: Today’s Report Card”, 2000 Capitol Hill Conference “Retail Competition: Right Train, Wrong Track”; NASUCA; Washington, DC, March 20, 2000.

“For Issues Critical to the Energy Future, Read Past the Headlines”, The Energy Council 2000 Federal Energy & Environmental Matters Conference; Washington, DC, March 29, 2000.

“The New Economy of Competitive Energy Providers Wants You – To Act Now!”, The Edison Electric Institute, Board of Directors Meeting; Washington, DC, March 30, 2000.

“RTO Developments at the End of Phase 1”, Cambridge Energy Research Associates; Washington, DC, May 1, 2000.

“Historical Reflections on Our Public Institutions and the American Pursuit of Happiness”, The Virginia Society of the Sons of the American Revolution; Alexandria, VA, May 21, 2000.

“Regulatory Challenges of the New Energy Economy”, The World Forum on Energy Regulation; Montreal, CANADA, May 24, 2000.

“Reassessing Regulation in Light of Markets”, The Mid-America Regulatory Commissioners, Annual Meeting; St. Louis, MO, June 12, 2000.

“Competition and Electricity Networks, Here and Abroad”, Electricity: The New Millennium Conference; Montreal, CANADA, June 20, 2000.

“Remarks on Reliability and the Restructuring Agenda”, The North American Electric Reliability Council; Montreal, CANADA, June 22, 2000.

“The Energy Economy in Transition”, Client Conference of Leonard, Street & Deinard, Minneapolis, MN, July 27, 2000.

“E Pluribus Unum – Creating Integrated Bulk Power Markets in the U.S.”, The Annual European Energy Conference Toward An Integrated European Energy Market; Bergen, NORWAY, August 31, 2000.

“Not Your Father’s Energy Crisis”, The Governors’ Natural Gas Summit, “Responding to the Looming Energy Crisis;” Columbus, Ohio, September 29, 2000.

“Energy Markets and the Environment: A New Era of Pragmatism?”, The Second National Conference of Policy Makers Working Together; St. Louis, MO, September 25, 2000.

“Time to Join the Revolution”, 112th Annual Convention; NARUC; San Diego, CA, November 13, 2000.

“Consumer Confidence In Wholesale Markets”, The National Association of State Utility Consumer Advocates (NASUCA); San Diego, CA, November 14, 2000.

“A Soft Landing for the Energy Economy”, The National Council on Competition and The Electric Industry; Durham, NH, December 4, 2000.

“Electricity Reform In Crisis: The Way Forward”, Cambridge Energy Research Association, December 7, 2000.

In Private Practice

Remarks for the Oil & Gas Investment Symposium, Independent Petroleum Association of America; New York, New York, April 18, 2001.

“California-Implications for Regulatory and Energy Markets in the Future”, The Coral Energy/Shell Trading, Annual Customer Meeting; Kiawah Island, South Carolina, June 25, 2001.

Remarks for The Lady Gardner Luncheon of the National Grid Group, The House of Lords; London, ENGLAND, July 2, 2001.

"The Impact of Electric Restructuring on Energy-Intensive Industries," Pulp & Paper Conference, New York, New York; Oct., 2001

"Key Issues and Challenges for the Emerging Electric Transmission Industry: An Introduction To The Conference", The National Transmission Summit, Infocast, Washington, D.C.; January 29, 2002.

“Electric Restructuring: When Will We Get Back in the Saddle?”, The 26th Annual CIS Conference; Baltimore, MD, June 11, 2002.

“Trading Energy and the Cost of Scandal”, Energy Bar Association, Washington, DC, April 19, 2002.

"A Stand Alone Electric Transmission Industry: Is It Soup Yet?", InfoCast Executive Transmission Forum, Washington, D.C., January 29, 2003.

"Who's Afraid of Standard Market Design?", Pennsylvania Energy Association, Hershey, Pa., May 29, 2003.

“Federal Regulatory Developments: A Short Guide for Board Members” Edison Electric Institute/American Gas Association Seminar for Director, Washington D.C. March 23, 2004.

“The National Backdrop to Changes in Local Power Markets”, The Energy Symposium 2004, Milwaukee Area Chamber of Commerce, Milwaukee, WI, April 2, 2004.

“Energy and the Not-So-Invisible Hand of Washington,” North Central Electric Association 2007 Leadership Conference, Sturgeon Bay, WI, June 12, 2007.

“Critique of DOE’s National Interest Electric Transmission Corridor Process,” Infocast Transmission Renaissance – Project Implementation and Construction, Washington D.C., December 3, 2007.

“Transmission Siting and The Public: What Would FERC Do?”, EUCI Conference on Public Participation In Transmission Siting, San Diego, CA, January 31, 2008.

“Climate Change and Energy Policy,” The Future of Midwest Energy: Coping with Climate Change (WisPolitics), Madison, WI, February 11, 2008.

Not included: panel discussions before meetings of The U.S.-Russian Federation Energy Summit in St. Petersburg, 2003, The North American Electric Standards Board, Wisconsin Energy Symposium 2002, 2003, 2005, The Edison Electric Institute, The Electric Power Supply Association, The National Council on Electricity Policy, The Harvard Electric Policy Group
Expert TESTIMONY IN REGULATORY PROCEEDINGS (2001-present)

On behalf of public utility members of Grid Florida, before the Florida Public Service Commission, 2001.

On behalf of Florida Power and Light and Sithe Energy, before the U. S. Securities and Exchange Commission, 2002.

On behalf of Progress Energy Florida, before arbitration panels (four cases), 2002, 2003, 2004.

On behalf of Energie NB Power, before the Board of Commissioners of Public Utilities of New Brunswick (Canada), 2004.

On behalf of the California Department of Water Resources, before an arbitration panel, 2007.

On behalf of E.ON/Kentucky Utilities, before Federal District Court (W.D.Ky.) 2007-2008.