

Curricula Vitae
Daniel Mayers

Work Experience

Director – Transmission – Engineering & Construction

Juno Beach, Florida; 2007-2021
NextEra Energy Resources, LLC

Project General Manager – Transmission / Substation Engineering

Juno Beach, Florida; 2003-2007
Florida Power and Light Co.

Project Manager – Transmission / Substation Merchant Plant Interconnections

Juno Beach, Florida; 2000-2003
Florida Power and Light Co.

Various Planning/Project Management/Design/Engineering/Operations positions – Transmission / Substation Engineering

Juno Beach, Florida; 1983-2000
Florida Power and Light Co.

Education

University of South Florida

Tampa, Florida 1992-1997
Masters of Science, Engineering

University of Pittsburgh

Pittsburgh, Pennsylvania; 1979-1983
Bachelor of Science, Electrical Engineering

Legal Proceedings

I have filed testimony before the Public Utility Commission of Texas (PUCT) in Docket Nos. 40020 and 42469, Lone Star's two rate cases. I also testified before the Commission in Docket No. 38230, in support of Lone Star's application for a Certificate of Convenience and Necessity ("CCN"). I also filed testimony before the State of New York Public Service Commission in Docket Nos. 13-T-0455 and 13-T-0456 related to NextEra Energy Transmission New York, Inc.'s proposals to develop the Marcy to Pleasant Valley transmission project and the Oakdale to Fraser transmission project, respectively. I testified before the Maine Public Utilities Commission in Docket 2014-00048 in support of New Hampshire Transmission, LLC's proposal to develop a transmission solution to address reliability problems in Northern Maine. I testified before the California Public Utilities Commission in Docket No. A.15-08-027, in support of the application for a Certificate of Public Convenience and Necessity of NextEra Energy Transmission West, LLC for the Suncrest Dynamic Reactive Power Supply Project. Finally, I testified before the South Dakota Public Utility Commission in Docket No. EL17-050 in support of the application of Crowned Ridge Wind, LLC for a facility permit to construct a 230 kV transmission line and associated facilities from Codington County to the Big Stone South Substation.

MATTHEW J. RAFFENBERG
Sr. Director Environmental Services
NextEra, Energy Resources
700 Universe Blvd (JES/JB)
Juno Beach, Florida 33408
Matthew.Raffenberg@NEE.com

SUMMARY OF QUALIFICATIONS

Environmental Service Sr. Director (NextEra Energy Resources) 2019 to Present

- Direct NextEra's state and federal environmental permitting efforts for all new power generation project (e.g. Wind, Solar, Natural Gas, Battery Storage) and Transmission projects in North America. Provide strategic direction on the siting, due diligence and development on new projects.

Environmental Services Director and Sr. Director, (Florida Power and Light) July 2012-2019.

- Directed local, state and federal licensing efforts for all new power generation project (e.g. Natural Gas Combined-Cycle Plants, Nuclear Plants, Solar Plants, transmission lines, associated facilities) in Florida. Provide strategic direction on the siting, due diligence and development on new projects.

Environmental Services Manager, (Florida Power and Light) April 2008-2012

- Managed local, state and federal licensing efforts for new power generation projects in Florida. Major focus in licensing two new nuclear units in Miami-Dade County including 90 miles of transmission.
- Managed, supported, or provided subject matter expertise on natural gas combined cycle, nuclear, transmission, gas infrastructure, and renewable projects.

Senior Environmental Specialist, (Florida Power and Light – Environmental Services Department) May 2007-April 2008

- Supported the licensing for new power projects in Florida. Responsible for developing cooling water alternatives for new facilities.
- Conducted siting and due diligence projects to identify and secure sites and water for new power generation projects.

Environmental Lead -316(b) Program Manager, (Florida Power and Light – Power Generation Division (PGD)) June 2005-May 2007

- Developed a program for Clean Water Act Section 316(b) compliance for FPL at nine power generating facilities. Manage large-scale biological sampling programs at four FPL facilities that require experimental design, data analysis interpretation, an understanding of the biology, and the ability to present the results to regulatory agencies.

Matthew J. Raffenberg

Senior Environmental Scientist/Project Manager, (Lawler, Matusky and Skelly Engineers LLP – Energy Group) March 2001-June 2005

- Managed multiple projects for major power generating facilities along the eastern United States. Provided facility-wide environmental compliance consultation to power generating facilities.

Assistant Research Scientist, State of Illinois (Illinois Natural History Survey) September 1998 -March 2001

EDUCATION

MS in Wildlife and Fisheries Biology, May 1998

University of Vermont

BS in Natural Resources, June 1995

The Ohio State University

ADDITIONAL PROFESSIONAL ACCOMPLISHMENTS

- Leadership for the NextEra – Graduate, May 2015
- High Potentials Leadership Program – Harvard Business School Executive Education Program - October 2012
- Published in four peer reviewed journals
- Numerous presentations on energy, projects, water and the environment/

Christopher J. Russo
Vice President & Energy Practice Leader

MS, Technology & Policy (Energy)
Massachusetts Institute of Technology

BS, Mechanical Engineering
Tufts University

Christopher Russo is a Vice President and the head of CRA's Energy Practice. He advises domestic and international clients in the electricity and gas industries in the areas of investment strategy and economic analysis, asset valuation, energy technology, and generation and transmission development. His expertise covers electricity and gas markets in North America, Europe, the Middle East, and worldwide.

He has testified in litigation and regulatory matters on issues regarding the economics, planning, operation, and manipulation of energy markets and has testified numerous times at trial in numerous countries. Mr. Russo also served on the Board of Directors of Neuco, a Boston-based company which provides software to enable neural network control of thermal power plants.

Prior to joining CRA, Mr. Russo was a senior consultant with Cambridge Energy Research Associates in Paris, and prior to that, owned his own energy consulting firm as well as working for ABB Corporate Research in the US and Switzerland. He started his career at MIT as the Plant Engineer for the campus cogeneration power plant, and later held an academic appointment as a Visiting Scientist at the MIT Energy Laboratory where he investigated electricity technology and energy policy.

Areas of Expertise

Mr. Russo is an energy economist and consultant with expertise in the following areas:

- The dynamics of electricity and gas markets in North America, Europe and worldwide, including market operations, regulatory economics, system planning, physical and economic grid characteristics, generation/dispatch system operations, power systems, and power plant operations. His experience covers nuclear, coal-fired, gas, hydroelectric and renewable (including solar, wind and hydro) generation resources and transmission projects.
- Expert witness testimony and reports related to energy disputes in multiple venues
- Strategic planning and advice for companies engaged in energy markets
- Financial valuations and assessments of generation and transmission assets
- Master planning for energy systems, including assessments of upstream supply sources, energy conversion, transmission, and demand sectors, and sustainability measurement and analysis.

Professional History

2007–Present *Vice President & Practice Leader*, Charles River Associates, Boston

(Previously held positions as Associate Principal, Principal and Vice President)

- 2006 *Senior Consultant*, Cambridge Energy Research Associates (CERA), Paris
- 1999–2006 *Principal*, Russo & Associates LLC, Boston
 - Worked with numerous market participants and regulators in markets in the US and abroad on the operations and software for restructured energy markets.
 - Provided economic analysis for market participants and regulators on generation and transmission assets.
- 1998–2002 *Consultant*, Department of Energy & Global Change, ABB Corporate Research Center, Baden-Dättwil, Switzerland
 - Investigated CO₂ reduction strategies, new generation, and end-use technologies for decarbonization and helped to initiate the China Energy Technology Program. Acted as liaison between ABB and MIT. Worked closely with researchers from ETHZ and PSI. Held a Visiting Scientist appointment at the MIT Energy Laboratory.
- 1995–1998 *Plant Engineer*, MIT Cogeneration Project, Massachusetts Institute of Technology, Cambridge, MA
 - Managed gas turbine and cogeneration plant operations, negotiated environmental permits, managed gas market purchases and contracts, and performed regular performance analyses for a cogeneration and district energy plant. Was a guest lecturer in the Department of Aeronautics teaching students about gas turbine technology.

Testimonial History, Litigation Consulting & Major Public Reports (Prior Ten Years)

- *Confidential AAA Arbitration.* Lead expert on electricity markets in a case involving costs associated with coal plant shutdowns and railroad fuel supply contracts. Expert report submitted January 2021. Case settled during hearing.
- *Confidential JAMS Arbitration.* Lead expert on damages and electricity markets in a case involving wake effects on wind turbines and PPA and merchant market revenues in California. Expert report submitted December 2020. Direct and cross examination at trial, February 2021.
- *Confidential AAA Arbitration.* Lead economic expert in a dispute related to miscalculation of payments under a power purchase agreement (PPA) between a US powerplant and an offtaker. Expert report submitted August 2019. Direct and cross-examination at trial November 2019.

- *Market Design Issues In the Alberta Capacity and Energy Markets*, Proceeding 23757, Application 23757-A001, *Alberta Utilities Commission*. Expert testimony filed on behalf of the Alberta Market Surveillance Administrator (MSA), February 2019, filed jointly with Dr. David Patton and Mr. Jordan Kwok. Cross-examination at hearing May 2019.
- *In the matter of Trina Solar Limited, Cause No. FSD 92 of 2017 (NSJ), Grand Court of the Cayman Islands*. Expert testimony related to the solar energy industry submitted on behalf of Maso Capital Investments Limited and Blackwell Partners LLC in dissenting-shareholder litigation related to valuation of Trina Solar. Expert report submitted October 2018, rebuttal report January 2019. Cross-examination at trial May 2019.
- *Offer Behaviour Guidelines Prior to the Implementation of a Capacity Market*. Report prepared on behalf of the Alberta Market Surveillance Administrator (MSA), December 2018. Filed jointly with Dr. Adonis Yatchew, Dr. David Hunger, and Mr. Jordan Kwok. Presentation and oral appearance at Stakeholder Meeting January 2019.
- *Petition of Eversource & National Grid et al., for approval of long-term contracts for renewable energy, pursuant to Section 83D of An Act Relative to Green Communities, dockets DPU 18-64, 18-65 and 18-66, Massachusetts DPU*. Testimony related to the proposed Quebec- Maine New England Clean Energy Connect transmission line and power purchase agreement on behalf of NextEra Energy. Testimony filed jointly with Robert Stoddard and Stephen Whitley, December 2018. Cross-examination at hearing February 2019.
- *Affidavit on behalf of Vistra Energy Corp. & Dynegy Marketing & Trade, Docket Nos. EL16-49-000, ER18-1314-000, ER18-1314-001, EL18-178-000, Federal Energy Regulatory Commission*. Testimony related to proposed PJM capacity market reforms. Affidavit filed October 2018, answering affidavit filed November 2018
- *Hydro One Networks Inc. Lake Superior Link Project Leave to Construct Application, Ontario Energy Board, Docket EB-2017-0364 and EB-2017-0182*, Expert testimony submitted on behalf of NextBridge Infrastructure. Expert report filed April 2018. Testimony at hearing May 2018.
- *Request for Approval of CPCN for the New England Clean Energy Connect Consisting of a 1,200 MW HVDC Transmission Line from Québec-Maine Border to Lewiston (NECEC) and Related Network Upgrades, State of Maine Public Utilities Commission, Docket 2017-00232*. Direct testimony on behalf of NextEra Energy Resources filed April 2018. Testimony and cross-examination at technical conference and hearings, June 2018, August 2018, and January 2018.
- *Massachusetts Superior Court*, Expert report submitted on behalf of a plant owner calculating damages from operational limitations on a district energy plant in the ISO-New England Market. Expert report submitted March 2018. Case is currently in mediation.
- *State of New Hampshire*, expert report submitted on behalf of a plant owner and operator in a tax certiorari proceeding in February 2018. Case was settled before hearing.

- *In re: Request for Advanced Ratemaking Principles by Interstate Power & Light Company, Docket RPU-2017-0002, Iowa Utilities Board.* Direct Testimony on behalf NextEra Energy Resources commenting on IPL's resource plan and the Duane Arnold Energy Center nuclear power plant. Direct, rebuttal and sur-rebuttal written testimony, and cross-examination at hearing, November 2017.
- *ABB AB v. Alstom Grid AB, Alstom Grid SAS and Alstom Grid UK Ltd., Stockholms Tingsrätt (Stockholm District Court), Cases 7403-15 and 11527-15.* Expert testimony submitted on behalf of Alstom related to economic damages resulting from the alleged IP infringement of HVDC technology. Expert report filed August 2017. Direct and cross-examination (in English with translation) at trial, October 2017.
- *State of California v. Coral Power LLC et al., Docket EL02-71-057, Federal Energy Regulatory Commission.* Testimony on behalf of Shell Energy North America (f/k/a Coral Power) related to the causes of the 2000-2001 California Power Crisis and alleged energy market manipulation. Written testimony filed February 2017, deposition March 2017, direct and cross-examination at trial April 2017.
- *Confidential AAA Arbitration,* Lead economic expert in a dispute related to the economics of environmental regulations, coal-fired power plants, and coal supply contracts in the US. Expert report filed September 2016, deposition November 2016, direct and cross-examination at trial December 2016.
- *In re: Direct Application Of MidAmerican Energy Company For The Determination Of Ratemaking Principles, Docket RPU-2016-001, Iowa Utilities Board.* Direct Testimony on behalf of Google Inc., Facebook Inc., and Microsoft Corporation related to the economics of MidAmerican's Wind XI proposal, filed June 2016. Case was settled before hearing.
- *MAG Energy Solutions Inc. v. TEC Energy Inc. et al., Province de Québec, Cour Supérieure, Case No. 500-17-087823-152.* Expert report submitted on behalf of TEC Energy on issues related to energy trading in Canada and the United States, filed May 2016.
- *Northern States Power Company, Southern Minnesota Municipal Power Agency, Aegis Insurance Services et al., v. General Electric Company, State of Minnesota, Tenth Judicial District, Case 71-CV-13-1472,* Expert report submitted on behalf of GE calculating damages related to the outage of the Sherburne county coal-fired power plant, filed March 2016. Deposition June 2016.
- *Entergy Nuclear FitzPatrick, LLC v. Town of Scriba, et al., Supreme Court of the State of New York,* Expert report of behalf of Entergy in a tax certiorari case projecting electricity revenue and nuclear fuel cycle costs for the James A. FitzPatrick Nuclear power plant, expert report filed January 2016. Case was settled before trial.
- *State of Maryland v. NRG, Case 09-RP-CH-261-265; 09-RP-CH-280-284; and 09-RP-CH-294-298.* Expert report on behalf of NRG projecting energy and capacity revenues for the coal-fired Mirant Mid-Atlantic Dickerson facility, 2014. Deposition March 2014, direct and cross-examination at trial, May 2014

- *In the Matter of Entergy Nuclear Indian Point 2, LLC & Entergy Nuclear Indian Point 3, LLC, DEC: 3-5522-00011/00004, SPDES: NY-0004472, DEC: 3-5522-00011/00030, DEC: 3-5522-00011/00031*, Direct and rebuttal pre-filed testimony on behalf of the City of New York related to the operations and economic impact of the Indian Point nuclear power plant, filed March 2014. Direct and cross-examination at hearing April 2014
- *State of Maryland v. NRG, Case 09-RP-CH-261-265; 09-RP-CH-280-284; and 09-RP-CH-294-298*. Expert report on behalf of NRG, jointly filed with Robert B. Stoddard, projecting energy and capacity revenues for the coal-fired Mirant Mid-Atlantic Morgantown facility, January 2014
- *ThyssenKrupp Companhia Siderúrgica do Atlântico v. CITIC Group, ICC Case*, expert report for international arbitration submitted on behalf of CITIC group related to damages from improper operation of a coal-fired power plant in Brazil, filed July 2012. Case was settled before hearing.
- *Indian Point Energy Center Retirement Analysis*, Prepared for the City of New York, August 2011
- *Summary of economic effects for proposed Spectra NJ-NY gas pipeline*, Memo prepared for Spectra Energy, and submitted to the New Jersey Bureau of Public Utilities, March 2011
- *Confidential Arbitration*, Expert report provided on behalf of a power plant investor regarding the appraised value of a coal-fired power plant in the PJM market, August 2011. Case was settled before hearing.
- *Proceedings before the New York State Assembly on the economic and reliability impact of the potential closure of the Indian Point Nuclear Energy Center*. Direct testimony at hearing January 2012
- *Confidential Arbitration*, Expert report related to the valuation of a hydroelectric plant in California, which was settled before hearing, June 2013.
- *Coordination between Natural Gas and Electricity Markets, Docket AD12-12-000, Federal Energy Regulatory Commission*, Comments filed jointly with Dr. Richard Tabors and Scott Englander, 2012
- *In the Matter of Hudson Transmission Partners, LLC Case 08-T-0034*, direct and rebuttal pre-filed testimony on behalf of the City of New York before the New York State Public Service Commission in the Article VII proceeding for the proposed Hudson Transmission Partners HVDC cable. Direct and cross-examination at hearing April 2010
- *A Master Electrical Transmission Plan for New York City*, Prepared for the City of New York, May 2009
- *Public Utility Commission of Texas proceedings Cost-Benefit Analysis of the Texas Nodal Market*. Expert report on behalf of the Public Utilities Commission of Texas filed jointly with Alex Rudkevich and Ellen Wolfe December 2008. Direct testimony at hearing January 2009
- Mr. Russo prepared an expert report calculating damages from the delayed construction of a gas-fired combined cycle power plant in the United States for a civil litigation matter. The case settled before his report was submitted and he was disclosed and thus remains confidential.

- Mr. Russo prepared testimony and analysis on behalf of a client accused of electricity market manipulation before the FERC. The case relates to alleged cross-product manipulation involving renewable and thermal assets and financial instruments. The case was settled before his testimony was submitted.
- Mr. Russo acted as an expert in a case concerning coal mines and fuel contracts with coal-fired power plants. The case was settled before his report was submitted and he was disclosed and thus remains confidential.
- Mr. Russo assisted in the damages analysis for a case litigated in federal court related to damages associated with renewable power plant revenue as a result of market rule changes in the MISO market.
- Mr. Russo assisted in analyzing how transmission upgrade costs were allocated in Quebec for new development in support of testimony before the Régie d'Énergie.
- Mr. Russo performed analysis on behalf of a party in FERC litigation resulting from the California energy crisis, including simulation of the CAISO market clearing process and trading strategies employed by different parties.
- Mr. Russo is currently engaged as an as-yet-undisclosed expert witness in US Federal litigation related to cross-product manipulation of electricity markets.

Selected Commercial Consulting Experience

- Mr. Russo has directed the analysis of over one hundred generation, transmission, and district energy assets for utilities, equity and debt investors, infrastructure funds, regulators and market operators. He has analyzed assets in all major power markets, including ISO-NE, PJM, ERCOT, SPP, SERC, NYISO, CAISO, IESO, AESO, MISO and the Pacific Northwest. These include thermal (gas, coal, nuclear, oil), renewable (solar, wind, biomass), hydro, and storage (pumped, CAES, and battery) assets.
- Mr. Russo led the team to help an advanced Gen IV nuclear reactor technology company develop a commercial strategy for market entry and commercialization.
- Mr. Russo directed the team assisting a client in its efforts to bid battery storage into utility-sponsored RFPs in the Northeast US.
- Mr. Russo directed the diligence efforts for the purchase of two large district energy facilities in the Northeast US.
- Mr. Russo led the analysis for a major foreign investor entering the North American gas pipeline, processing and midstream market, consisting of strategic guidance and the analysis and due diligence of numerous North American and Mexican midstream assets.
- Mr. Russo supervised the analysis for the Alberta Electric System Operator on the development of new capacity market mechanisms in the provincial electricity market.
- Mr. Russo directed and lead due diligence efforts related to nuclear technology and power markets for a major private equity investor acquiring a nuclear fuel and services vendor in bankruptcy.

- Mr. Russo led the financial and transactional analysis for a group of investors on a combined heat and power gas-fired cogeneration plant.
- For a major renewable energy and transmission developer, Mr. Russo led the analysis of market impacts of proposed projects and assisted in developing commercial and regulatory strategy in New England and New York.
- Mr. Russo led the analysis for a major transmission project in PJM, including analysis of costs and benefits, production cost modeling, regulatory implications of FERC Order 1000 and other rules, and strategic advice on project development.
- For a transmission developer, Mr. Russo designed and directed the economic and technical analysis of a 2,000 MW HVDC project in the northeast US with detailed analysis of ISO-NE and NYISO markets.
- Mr. Russo directed the economic and technical analysis for a major offshore wind developer connecting into the NYISO and PJM markets for several proposed projects.
- For a worldwide operator of data centers, Mr. Russo directed a risk exposure analysis of multiple markets, commodities and assets to assess the company's exposure to global trends.
- Mr. Russo directed the analysis of new regulatory approaches and energy technologies for a large African electric utility.
- Mr. Russo assessed the economic and technical suitability of large-scale photovoltaic technologies for a large Middle Eastern utility.
- Mr. Russo directed the analysis of renewable energy (solar and wind) procurement options for one of the largest renewable energy purchasers in the world. This evaluated technical, financial, and economic factors affecting the renewable technologies.
- Mr. Russo directed the analysis of capacity need and market conditions related to the siting of new capacity on Long Island for a client.
- Mr. Russo led a major review of new nuclear development strategy, including technical reviews, risk analyses, economic forecasts and prudence reviews for a US-based electric utility.
- Working for the mayor and city council of a major US city, Mr. Russo managed a due diligence effort to determine the feasibility of supporting new nuclear licensing applications for a municipally owned utility. This included a review of nuclear technology, market conditions, Nuclear Regulatory Commission (NRC) resource constraints, and federal regulatory policy related to nuclear loan guarantee programs.
- Mr. Russo led the analysis for a large industrial client of how electricity market rules related to reliability affected prices in installed capacity markets, including analyses of resource-adequacy and short-term grid contingency events.
- For a major municipal utility, Mr. Russo provided an independent review of the utility's investment analysis to retrofit emissions control equipment to a coal-fired power plant to comply with pending environmental regulations.

- For a transmission developer, Mr. Russo advised on the open-season transmission requirements and FERC process for a new merchant transmission line.
- Mr. Russo directed the analysis of the socioeconomic benefits of advanced coal technology in European, Chinese and South Asian markets, focusing on market effects, induced and indirect benefits and social impacts.
- Mr. Russo led the effort to develop an electrical market model for Europe for a Paris-based client. Working with the production-cost modeling software and his team, he assembled databases of resources, demand, fuel prices, and transmission network characteristics to build a comprehensive model of the EU grid.
- Mr. Russo designed and conducted a series of workshops to assist a major foreign investor with a market-entry strategy for offshore wind into the Northeast US.
- Mr. Russo directed and led a project to synthesize and summarize the nuclear technology risk and seismic hazard data for a two-unit nuclear reactor in North America.
- Mr. Russo directed an engagement for a client to assist in the purchase and contracting of large amounts of electricity to support aluminum smelting operations. This consisted of financial analysis of North American power markets including the MISO and PJM and financial evaluation of proposed contract structures.
- Mr. Russo managed a major effort for the City of New York to develop a Master Electrical Transmission Plan to address economic and reliability needs in the context of a multi-stakeholder process, incorporating the Mayor's Office, Economic Development Corporation, NYISO, ConEd, and the NYS Public Service Commission. The program addressed the economic and technical factors associated with AC and HVDC transmission, as well as the policy and financial impacts of public-private partnerships and equity investment strategies.
- For a major power development company, Mr. Russo led several projects to determine the optimal strategy for entering the gas-fired development market under pending environmental constraints and regulations. In a related project, he led efforts to investigate the feasibility of new and waste coal development in the PJM energy market.
- For the City of New York, Mr. Russo led a major effort to investigate the reliability and economic and environmental impact of the closure of the Indian Point Nuclear Energy Center on consumers and the economy. This comprised a report as well as testimony before various commissions.
- For a private equity firm, Mr. Russo directed the due diligence assessment of an energy storage technology manufacturer, focusing on the analysis of market opportunities for energy storage.
- For a major global semiconductor manufacturer, Mr. Russo led an effort to develop a global energy procurement strategy, analyze potential power contracts, and benchmark procurement activities against other similar firms
- Mr. Russo directed the review of the internal technical and financial modeling processes for an investor in the liberalized UK energy market.

- For a gas pipeline developer, Mr. Russo directed the analysis of a new pipeline project's impact on gas basis differentials.
- For a major European utility, Mr. Russo designed and managed a process to develop internally consistent analysis scenarios to enhance corporate planning. The effort involved soliciting input from different groups throughout the enterprise, designing scenarios, analyzing the results, and presenting the results to internal and external stakeholders.
- For a major Internet search provider, Mr. Russo directed the evaluation of potential sites for data centers in Europe and the US.
- For a major Asian utility, Mr. Russo managed an engagement to develop a growth strategy for a subsidiary of the parent firm, including a review of current operations, market positioning, potential risks, and strategic alliances, culminating in a concrete division growth plan.
- Working for the Executive Office of Sheikh Mohammed of Dubai, Mr. Russo was a principal in a major study examining the effectiveness of Dubai's current electric utility, petrochemical resources, and water resources. Working closely with local personnel, he spent significant time interviewing Dubai Electricity and Water Authority (DEWA) and Dubai Supply Authority (DUSUP) personnel, Emirati leaders, and stakeholders; evaluating petrochemical and water resources; and developing a comprehensive multi-attribute, multi-scenario energy system model of the emirate for evaluation of future energy strategies.
- Mr. Russo was a principal in a project to restructure a major utility in the United Arab Emirates, including long-term planning functions, regulatory efforts, customer service systems, IT architecture, and financial systems.
- Mr. Russo led a project for a major Hong Kong-based utility to help them adapt their management processes, planning infrastructure, and IT systems to pending emissions and energy trading regulations through performing needs assessments, sourcing strategies, and drafting RFPs.
- While with ABB, Mr. Russo helped design and organize the China Energy Technology Program, a joint ABB/AGS program to investigate sustainable energy systems in China, which included Electric Generation Expansion Analysis (EGEAS) modeling of the eastern China power network to identify long-term, cost-effective strategies for environmental improvement. The project was conducted in conjunction with the Swiss Federal Institute of Technology (ETHZ) and the Paul Scherrer Insitut (PSI).
- Working with the MIT Cogeneration Plant, Mr. Russo provided continuing guidance and expertise on cogeneration plant and gas turbine operations, as well as conducting several economic cost-benefit analyses to plan future plant expansion.
- For a major software firm and federal clients, Mr. Russo helped prepare and develop a wide-area synchronized phasor measurement system to measure phase angle and frequency perturbations across the Eastern Interconnection to enhance grid stability.
- For PJM, Mr. Russo developed software and systems to visualize market participant bidding behavior to assist market monitors and dispatchers.

- For New York ISO, Mr. Russo designed and implemented a PI data historian system for tracking all operational data. He also trained system operators on its use, played an integral part in the standard market design to implementation and EMS development and developed various software applications to analyze system operations.
- For the California ISO, Mr. Russo worked as a consultant during the startup, developing systems to track generator dispatch operations and identify anomalous generator behavior to assist market surveillance personnel. During the power crises and rolling blackouts, he managed and maintained a critical system in use by all ISO personnel and developed a system to analyze results of Stage 2 and 3 events.
- Mr. Russo began his career in power as an intern for the Trigen Energy Corporation analyzing the operations and economics of Trigen's fleet of cogeneration plants.

Additional Professional Training

- New York ISO Market Operations Course
- New York ISO DSS Market Participants Course
- California ISO Market Participants Course

Selected Books

"Economic Evidence of Market Manipulation," chapter in the *Guide to Energy Market Manipulation* with Robin Cohen, David Hunger and Brian Rivard. Published by Global Competition Review, March 2018

"Data Collection," chapter in *Integrated Assessment of Sustainable Energy Systems in China: The China Energy Technology Program*. Baldur Eliasson. Kluwer Academic Publishers, 2003.

Citizenship and Languages

Mr. Russo is a dual citizen of the United States and Italy.

- English (native)
- Italian (proficient)
- German and French (basic)

Kara Schwaebe, P.Ag | Chief Executive Officer

Professional Summary

- 18 years of experience in Land and Environmental Project and Portfolio Management in the energy sector, including major pipeline development, major transmission infrastructure, and telecommunications
- Significant experience permitting projects located in Provincial Crown lands in various Provinces
- Significant experience managing complex land negotiations for long-term infrastructure projects, requiring consultation with landowners, First Nations, municipal agencies, provincial governments, and federal ministries
- Prepared federal and provincial applications for Environmental and Land aspects of projects.
- Develops long term strategies for routing and siting, stakeholder engagement, environmental assessments and land acquisition for multiple projects and industries
- Served as Key Witness for pipeline and powerline proponents during National Energy Board hearings, Provincial Regulatory hearings, judicial hearings, compensation hearings, and mediations at the Federal and Provincial level

Professional Experience

Canacre, Toronto ON

Canacre provides land acquisition, geospatial mapping, data management, web-based GIS, community relations, land feasibility studies and permitting services. Our clients include large scale energy developers, telecommunications companies, and government entities that are involved in the planning and development of energy projects, rights of way, resource management and infrastructure across Canada and the United States.

Chief Executive Officer (Oct 2019 - Present)

- Manage direct reports and establish annual goals
- Build, lead and empower a diverse and capable leadership team
- Cultivate a work environment committed to the health, safety and wellness of employees
- Establish a highly efficient and positive culture where employees are empowered and accountable for areas of responsibility
- Determine the success of Canacre with the Chair of the Board using KPI's (and other data) to evaluate the performance of the organization
- Develop and implement an annual and multi-year strategic plan
- Work with Human Resources Director on the ongoing development and review of programs related to compensation, recruitment, retention, succession planning and training initiatives enabling optimal service delivery
- Oversee operations to make sure that appropriate systems and controls are in place and followed to manage operational risk and regulatory compliance

- Analyze and evaluate major business decisions to determine if aligned with key Board directives and goals
- Work with Business Development and operations teams to implement broad based services strategies that enable Canacre to grow revenue while meeting and exceeding client expectations
- Analyze Canacre data and reports to improve efficiency, profitability and delivery of service

Senior Vice President, Projects (June 2018 - Present)

- Built led and empowered a diverse and capable Land Support Services team
- Cultivated a work environment committed to the health, safety and wellness of employees
- Established a highly efficient and positive culture where employees are empowered and accountable for areas of responsibility
- Oversaw the successful delivery of pipeline, renewable energy, transmission, telecom and major transportation infrastructure projects
- Oversaw project teams so that projects are delivered on-time and on-budget with quality service that met or exceeded customer satisfaction
- Led the client onboarding process
- Coordinated changes to services or processes by leveraging internal expertise to develop effective solutions
- Communicated and incorporated “lessons learned” into the delivery of Canacre’s project management services
- Developed project management processes, procedures and templates
- Worked with Business Development Team at the onset of potential or new business relationships to understand the client’s needs and to develop service strategies
- Represented Canacre at client/association functions, conferences and events

Vice President, Projects (May 2017 - May 2018)

- Led Canacre’s Project Management Team
- Oversaw the successful delivery of pipeline, renewable energy, transmission, telecom and major transportation infrastructure projects
- Developed and implemented both short- and long-term development and corporate planning issues on major business decisions and objectives relating to Project Management
- Authorized and organized the establishment of the Project Management team and associated senior staff positions
- Coordinated with Program Manager to determine company processes and templates for Project Management, oversaw implementation
- Worked directly with clients on providing solutions, reports and regular updates on projects
- Identified and pursued new business opportunities
- Collaborated with Canacre Business Development Team to identify, scope and estimate projects and additional business opportunities
- Worked with Canacre Field Team to identify appropriate staffing on projects and developed projections for future resourcing on new work
- Represented Canacre at client/association functions, conferences and events

Relevant Projects

High-Voltage Transmission Line Projects

- NextBridge Infrastructure - East-West Tie Transmission Project - 449 km, 230 kV

Pipeline Infrastructure Projects

- Enbridge Pipelines - Line 10 Westover Segment Replacement - 35 km
- Enbridge Pipelines - Line 10 Westover Segment Replacement Sale - 35 km
- Enbridge Pipelines - Edmonton to Hardisty Pipeline Project - Provincial Court Hearing Support
- UniversalPegasus International/Imperial - Waterdown to Finch Pipeline Project - 63 km
- Imperial - Credit River Valley Segment Replacement Project
- TransCanada Pipelines Limited - 2018 Ontario Public Awareness Program
- TransCanada Pipelines - Oshawa Class Upgrade Replacement Project (Phase 2) - 3 km

Transportation Infrastructure Projects

- Metrolinx - Multiple rail expansion projects across the GTHA

Wind Energy Projects

- Leeward Renewable Energy Department - 2019 Utility Scale Solar Campaign
- Namaste Solar Inc. - Colorado Community Solar
- Longyan Canada Renewables - Wind Greenfielding - Big Sky AB
- Longyan Canada Renewables - Wind Greenfielding - Grasslands AB

Enbridge Inc., Edmonton AB

Supervisor, Canadian Major Projects Land Services (2012 - May 2017)

- Directly responsible for managing the land programs for projects that represented over \$2 billion worth of Enbridge Major Projects
- Development of company procedures, policies addressing lands and right-of-way issues and the strategic direction for Land Services Major Projects
- Determine acquisition strategies including directing and supervising employees and numerous contract acquisition teams for large scale provincial and federal system expansions, acquisitions and greenfield projects
- Provide quality assurance role to ensure consistency in treatment of lands and right-of-way
- Responsible for preparing budgets and schedules for all Canadian Major Projects, including completing request for proposal for Business Development Department in regards to Pipeline Projects, Gas Plants, Rail Terminal Purchases, Powerline Projects, Green Energy Developments and Acquisitions/Divestitures
- Undertaking due diligence reviews of potential assets for acquisitions and special projects
- Liaise with inter/intra company staff, Industry governments and regulatory agencies, trappers, landowner associations, landowners, occupants, and members of the general public
- Represent Enbridge as a Key witness at judicial and regulatory hearings, mediation, and dispute resolution both Federal and Provincial such as; the Alberta Surface Rights Board (SRB), the Alberta Energy Regulator (AER), Court of Queen Bench and the National Energy Board (NEB)

Relevant Projects

- Edmonton to Hardisty Pipeline Project
- Line 2 Replacement Project
- Woodlands Pipeline Extension
- Norlite

- Line 10 Replacement
- South Edmonton Terminal
- Canadian Expansion Project
- NextBridge Infrastructure - East-West Tie Transmission Project - 449 km, 230 kV

ATCO Electric Ltd., Edmonton AB

Senior Right of Way Planner (2008 - 2012)

- Responsible for large scale power transmission projects (144 kV/240 kV/500 kV), power substation developments and telecommunication tower installations in Northeast Alberta
- Between 2008 and 2012 this scope accounted for over \$500 million of development by ATCO Electric
- Analyzing data to identify potential and proposed facility locations and routing based on consultation, economic restrictions, regulatory requirements, technical/design standards, environmental assessments and AESO requirements
- Coordinated and conducted stakeholder engagement programs with Landowners, Municipalities, Regulatory Agencies, First Nations, Trappers and Industry
- Managed numerous contracts, requests for proposals and contractors covering a variety of scopes such as environmental assessments, environmental protection plans, consultation and acquisition
- Oversaw various environmental assessments related to, decommissioning and abandonment of rural substations as well as commercial land purchases for ATCO Assets group
- Prepared federal and provincial applications for all aspects of the projects including the overall regulatory applications for the Alberta Electrical System Operator (AESO) and the Alberta Utilities Commission (AUC)
- Coordinated responses to the AUC requests for information and acted as a key witness for ATCO in AUC hearings in regards to the environmental assessments, engagement and acquisition aspects of the application

Relevant Projects

- North Fort McMurray Transmission Development Project (NFMTD) 240 kV
- North East Fort McMurray Transmission Development Project 240 kV
- Fort McMurray 144 kV Reinforcement
- Livock to Germain 144 kV Transmission Project
- Livock Phase Shifting Transformer
- Quigley 144 kV Transmission Project
- Fort McMurray Telecommunication Towers Replacement Project
- 9L66 Reconnection
- Acquisition of Imperial Oil's Kearl 240kV Transmission Line

Ridgeline Environmental (formerly BioSynergy), Red Deer & Edmonton AB

Environmental Consultant (2006 - 2008)

- Supervised and conducted all aspects of environmental site assessments and reporting for DSA's, Phase I ESA, Phase II ESA and Phase III ESA, Remediation Programs, on upstream and downstream facilities in Alberta, Saskatchewan and British Columbia

- Created and implemented scopes of work, cost estimates, emergency response plans for field activities
- Trained junior staff on environmental assessments field work and reporting
- Conducted audits on pipelines, commercial buildings, as well as Indian Oil and Gas inspections
- Continuous review of legislation and mandates to ensure all assessments and projects are compliant with provincial and federal standards
- Submission of environmental assessment reports and recommendations for reclamation certificates to the appropriate regulator

Penn West Energy Trust, Calgary AB

Surface Land Administrator (part-time) (2002 - 2005)

- Worked closely with land agents and land managers to prepare surface and freehold leases, Right of Way agreements, Crown Disposition applications and all supporting documentation in accordance with AEUB Guide 56 regulations
- Executing and filing of land title registrations, caveats, transfers of interest and withdrawals
- Due diligence reviews and preparations of documents for acquisitions and divestitures
- Identifying, obtaining and coordinating third party requests and agreements
- Researched historical information/status on well sites for the purposes of Environmental Site Assessments and Reclamation Certificate applications

Education and Professional Accreditation

University of Alberta

- Bachelor of Science, Environmental and Conservation Sciences, Land Reclamation

Olds College

- Diploma, Land Resource Management, Land Reclamation

Alberta Institute of Agrologists

- Professional Agrologist (PAg) Alberta Institute of Agrologists

Professional and Business Affiliations

- IAP2 Practitioner Certificate in Public Participation, International Association for Public Participation

WORK HISTORY

November 2013 – Present – NextEra Energy Canada, LP.

President, Transmission (Canada)

- Also acts as Project Director of NextBridge Infrastructure – a partnership between affiliates of NextEra Energy Canada, Enbridge and OMERS.
 - NextBridge was established to participate in the Ontario transmission market and has been chosen by the Ontario Energy Board to develop the East West Tie
 - The East West Tie is a 450km electricity transmission project in northwestern Ontario
 - Led Leave to Construct regulatory processes in front of the Ontario Energy Board, including testifying in front of the appointed panel
- Providing strategic leadership, direction and guidance in order to meet existing transmission procurement opportunities and seek out new prospects in Canada
- Proactively seeking out strategic business relationships with Indigenous communities across Canada to maximize project development opportunities
- Developed tactical communications plan for public, government and Indigenous relations

Director, Indigenous Relations

- Developed and implemented strategies to interface with Indigenous communities for all NextEra Energy Canada projects: wind, solar, transmission, pipeline, gas generation, LNG and other
- Developed and maintained relationships to meet Duty to Consult obligations in Ontario
- Negotiated equity partnership and economic benefits arrangements with Indigenous communities and owned entities
- Developed and currently implementing two strategic plans, filed with the Ontario Energy Board, articulating the roles of Indigenous consultation and economic participation in project development in order to meet Government policy objectives

July 2006 – November 2013 - Ontario Power Authority (now the Independent Electricity System Operator)

Director of First Nation & Métis Relations

- Responsible for building a positive relationship with First Nation and Métis communities in order to assist the OPA in meeting its goals related to renewable energy generation, transmission and conservation
- Represented the OPA when undertaking constitutional consultation with First Nation and Métis communities
- Worked collaboratively with First Nation and Métis communities to negotiate agreements related to the development of renewable energy generation, transmission and conservation
- Developed and coordinated relationships with various government ministries, including (but not limited to) the Ministries of Energy, Aboriginal Affairs, Natural Resources and Environment; with Hydro One and private transmitters; and with OPG and private generators

Senior Advisor to the CEO, CEO's Office

- Communicated with the public, agency and government staff, and political staff regarding current issues, exercising judgment and initiative in determining and researching issues; and, acting as trouble-shooter to effect resolution; alerting and consulting with appropriate management
- Managed issues by tracking and identifying emerging issues arising from external stakeholders such as the Ministry, other agencies and associations; developed strategies to manage and/or respond to issues. Briefed the CEO regarding urgent issues; and alerted senior management and Board of Directors to developing issues

- Responsible for the project management of various OPA-wide strategic initiatives and bringing together of cross-functional team members into an effective group which operated to achieve the overall goals of key projects
- Responsible for designing and delivering internal tactical sessions in order to garner feedback on key issues and the strategic direction of the organization
- Developed an effective partnership with the government and other government agencies and public interest groups through the provision of timely and accurate information

Manager, Regulatory Affairs (A)

- Assumed a significant role in drafting the OPA's 2012 revenue requirement submission to the Ontario Energy Board
 - Liaised with all levels and departments at the OPA, as well as the Ontario Energy Board
- Provided project management to ensure deadline driven project was completed on time
- Organized and facilitated a stakeholder session with interveners to seek input on efficiency metrics

Manager of Funds – Aboriginal, Community & Municipal

- Designed and established both the Aboriginal and Community Energy Partnership Programs
 - These funds supported renewable energy programs
- Nominated chair of the Ontario Federal-Provincial Aboriginal Major Energy Project Coordinating Committee
- Participated in remote transmission planning exercises
 - Maintained strong relationships with external stakeholders (ex. Aboriginal communities, municipalities), provincial ministries (ex. Energy, Aboriginal Affairs) & government agencies

September 2004 – July 2006 - Ontario Hospital Association

Regional Program Planner

- Researched current issues in the healthcare sector and worked closely with all levels and categories (e.g. Community Care Access Centres, Local Healthcare Integration Networks, Long Term Care facilities, large/small hospitals) of healthcare individuals to develop effective programming
- Created content, organized, coordinated and carried out numerous regional events around Ontario for senior hospital administration staff
- Obtained sponsorship for events
- Created marketing material for events, as well as promotion of new videoconferencing events, partnership with Harvard Business School and conferences with Canadian Management Institute

Energy Efficiency Consultant

- Developed and presented regional half day workshops on energy retrofits for Natural Resources Canada
- Secured funding from the Ministry of Energy to research, write and publish a resource guide on hospitals and the energy sector
- Launched new OHA initiative, OHA Green Health Care, with a new logo in early 2005 with funding from the Ontario Ministry of Energy

May 2001- September 2004 - Ontario Centre for Environmental Technology Advancement

Project/Market Analyst

- Sent to Bangladesh to help co-ordinate Canadian International Development Agency (CIDA) international project involving the verification, monitoring and assessment of arsenic removal technologies
- Arranged Canada-wide workshops for Natural Resources Canada for the Industrial Efficiency Audit Incentive Program (Office of Energy Efficiency)

EDUCATION

- University of Guelph, BSc. (ENV) Hons., Earth and Atmosphere Science
Area of Emphasis - Environmental Administration
Graduated April 2000
- Exchange semester with the University of Sydney, Australia – Winter 1999

SKILLS

- Verbal & Written Communication
 - Interpreting technical information and subsequently presenting it in a public speaking setting
- Building Strategic Relationships
 - Ability to build and maintain collaborative networks of strategic contacts, both internally and externally
 - Strong networking and interpersonal skills, including diplomacy and tact
 - Ability to lead teams and manage professional and support staff
- Strategic Influencing
 - Ability to convincingly persuade others, including individuals, groups, external stakeholders and markets for the benefit of the organization.
- Strategic Thinking
 - Ability to contribute effectively to the development of strategic plans and institutional policies and practices
 - Analyzing issues, evaluating alternatives, and making logical recommendations based on findings

BECKY WALDING

BECKY.WALDING@NEXTERAENERGY.COM

EXPERIENCE

Feb 2018–present NextEra Energy Transmission

Executive Director, Business Management

- Responsible for finance, accounting and regulatory for competitive transmission projects in the US and Canada generating over \$100 M in net income per year
- Testified at FERC (Federal Energy Regulatory Commission) as the financial witness in Trans Bay Cable's rate case and settled the rate case with staff and intervenors
- Settled a Lone Star transmission rate case with Public Utility Commission of Texas staff and intervenors
- Board member on NextBridge Board of Directors

Jun 2017–Feb 2018 Southern Power (Subsidiary of Southern Company)

Director, Transmission & Market Policy

- Responsible for all transmission activities, NERC compliance and market policy strategy for Southern Power
- Responsible for transmission operations for a 13 GW and 47 power plant fleet and transmission development activities to support a \$1.5 B annual investment pipeline across US markets
- Promoted effective renewable policies in all US power markets including as a member of the Market Operations & Planning Committee (MOPC) in SPP
- Part of four-person strategy team tasked with creating business plans for \$1.5B in annual renewable development

Apr 2015–Jun 2017 Southern Power (Subsidiary of Southern Company)

Director, Commercial Optimization & Trading

- Responsible for managing and optimizing \$2B in annual generation fleet revenues and providing profit and loss explanations to the CFO monthly
- Managed all power and natural gas agreements for Southern Power's entire portfolio including over 100 agreements from 47 power plants valued at over \$2B in annual revenues.
- Responsible for trading, hedging and managing congestion in CAISO, ERCOT, SPP, PJM and Southern markets. Managed ~3 GWs of merchant capacity. Saved over \$20M annually due to optimization activities.
- Responsible for commercial due diligence for over 30 successful generation acquisitions

Mar 2011–Apr 2015 Southern Company

Manager, Transmission Planning

- Planned over \$1 billion of NERC compliant and economic transmission projects for Alabama Power Co., Mississippi Power Co. and Gulf Power Co. Worked with Opcos to achieve budget approval.
- Supported Gulf Power in achieving regulatory approval of \$250 M in transmission expenditures

Jun 2007–Mar 2011 Southern Company

Manager, Portfolio Management

- Led a team of engineers, economists and mathematicians to develop trading and hedging strategies for Southern Company's over 40 GW fleet.
- Successfully resolved analytical discussions with FERC staff on trading margins which led to the successful settlement of Generation Dominance 206 proceedings
- Developed short term and mid-term production cost modeling. Developed Monte Carlo techniques to project transaction risk profiles.

EXPERIENCE (CONT)

Apr 2006–Jun 2007 Southern Company

Manager, Intercompany Interchange Contract & Pool Billing

- Led a team responsible for allocating over \$2 billion annually in energy and capacity costs between Southern Company Pool members. Responsible for all back-office operations for trading.
- Consulted with Operating Companies in multiple Public Service Commission hearings and fuel clause investigations including detailed validation of pool methodologies for Georgia PSC
- Implemented changes to pooling methodologies between operating companies and achieved Operating Company CFO approval
- Significantly improved process governance resulting in increased accuracy and reduced processing

Nov 2004–Apr 2006 Southern Company

Manager, Energy Analysis

- Formed a department to develop profit and loss analysis for wholesale contracts
- Provided P&L statement that validated and improved accuracy in wholesale contract billing
- Co-Lead of the FERC 206 investigation into Southern Company's power pool and achieved successful settlement

Jan 2002–Nov 2004 Southern Company

Assistant to CFO

- Participated in initial forming of Southern Power including developing financial planning processes (lead), achieving over \$1B of external financing, 10K and 10Q reporting and implementing Sarbanes-Oxley controls
- Assisted in development of Southern Company Generation goals for annual targets of \$200 M of earnings and \$200 M in capital expenditures

Aug 2002–Feb 2003 Southern Company

Interim Manager of Southern Power Financial Planning

- Temporary (6 month) assignment to SCS Finance to manage financial planning for Southern Power
- Led financial analysis of SPC and Dynegy settlement which resulted in an \$80 M cash settlement
- Developed SPC's budget and financial goals from consolidated financials

Jan 1999–Jan 2002 Southern Company

Engineer/Analyst in Generation Planning

- Provided long term structuring to over 100 prospective generation projects costing over \$200 M each
- Evaluated full requirements proposals to determine rates, rate structures, risk, optimum mixes and load/resource balances

EDUCATION

June 1998 Auburn University Auburn, AL
B.S., Chemical Engineering

Carly Weinstein, CPA

Jupiter, FL
Carly.Weinstein@NEE.com, (561) 252 3151

Professional Experience

NextEra Energy Inc. – Juno Beach, FL (2011 – Current)

NextEra Energy Transmission (NEET): Business Management

Manager Forecasting & Analysis (July 2019 – Current)

- ❖ Manage and analyze complex financial and regulatory forecasts of regulated utility activities across the North American portfolio
- ❖ Model revenue requirements and manage opportunities to create shareholder value through potential acquisitions, system expansion and greenfield development projects
- ❖ Develop strategies, processes, and policies for financial forecasting and oversee the budgeting efforts of various subsidiaries with the goal to increase earnings
- ❖ Work with senior leadership on the formulation, execution, and communication of corporate strategies and financing plans based on financial forecast analysis
- ❖ Directly manage a team of analysts responsible for the financial performance of regulated entities in various jurisdictions with differing rate structures

NextEra Energy (NEE): Human Resources Finance and Planning

Strategic Programs Lead (September 2018 – July 2019)

Senior Financial Analyst: (July 2017 – September 2018)

- ❖ Lead Human Resources (HR) for all M&A activity including due diligence, cost impact analysis, integration planning, overall financial strategy and cross-functional implementation
- ❖ Analyze, develop and propose strategies and solutions to HR related programs, including financial analysis and modeling for benefit plans such as medical and pension
- ❖ Create and deliver formal presentations of proposals to business leaders related to budgets, cost saving initiatives and other analytic initiatives
- ❖ Engage in special projects to put forth a constant effort to streamline and automate processes through advanced problem-solving skills and systems competencies

Florida Power & Light (FPL): Corporate Accounting

Senior Accountant: (November 2015 – July 2017)

Accountant I: (October 2014 – November 2015)

- ❖ Responsible for accurate and timely reporting of financial information related to SEC disclosures, FERC regulatory reporting and various internal reporting
- ❖ Manage Nuclear Decommissioning Trust fund and properly account a variety of investments
- ❖ Oversight of variable interest entities (VIEs); ensure proper accounting treatment for current VIEs, assess newly funded VIEs and keep abreast of related GAAP guidance
- ❖ Continuous support and involvement in month end close activities related to balance sheet and income statement variance analysis, earnings analysis and financial reporting
- ❖ Manage FPL storm bond subsidiary; accounting for long term debt, compliance with covenants and ensuring proper intercompany consolidation on a monthly basis

Florida Power & Light (FPL): Power Delivery Business Services

Business Analyst I: (April 2014 – October 2014)

Business Analyst II: (July 2013 – April 2014)

Associate Business Analyst: (December 2011 – July 2013)

College Intern: (June 2011 – August 2011)

- ❖ Lead in the development and compilation of comprehensive budgets, forecasts, business reviews, management reports, executive presentations and analyses in support of business unit's operating goals and objectives
- ❖ Record, report, and analyze monthly financial results, perform variance analysis and develop contingency\action plans to ensure business remains on target to meet assigned objectives
- ❖ Ensure accounting integrity of corporate financial data through the implementation of appropriate internal controls and compliance with Sarbanes-Oxley
- ❖ Identify and recommend changes to day-to-day financial routines and processes to enhance the accuracy of financial data and efficiency of the department

Education

Florida Atlantic University, Boca Raton FL
Master of Accounting

Florida State University, Tallahassee FL
Bachelor of Science: Accounting

Certifications/Skills

Certified Public Accountant (CPA): State of Florida
Six Sigma Green Belt