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SUMMARY

Daniel White is a consultant and business executive with a range of commercial, management, and regulatory experience, including of international experience in over 20 countries.

His scope has encompassed managing businesses, advising businesses on structure, strategies, and tactics, and contracting – providing a wide range of energy expertise concerning natural gas, pipelines, oil and oil products, electricity, power plants, LNG, coal, industrial efficiency, construction, and greenhouse gas emissions. This has included:

- Regulatory advocacy for government & stakeholders.
- Market & business assessments.
- Strategic & operational business planning.
- Asset development structuring & support.
- Commodity & transport contract negotiations.
- Procurement, trading, & risk management programs.
- Expert testimony on markets & contracting.
- Structuring & monitoring construction projects.
- Valuation & due diligence for investors & lenders.

Examples of Mr. White's experience include:

- Senior officer in a bankruptcy dispute involving natural gas pipeline contracts, oil sales contracts, rail transport, and regional price dynamics.
- For numerous large industrials, provided strategic and tactical planning, and implementation, of natural gas and oil products procurement including upstream participation and/or ownership. This includes cereal, flooring, paper, cement, and aluminum companies. These engagements involved numerous energy related markets.
- Lead advisor in greatly expanding an energy company's natural gas and products marketing and trading across Europe. Key facilitator in establishing strategies, tactics, products, resources, performance metrics, and support systems. Responsible for preparing risk management protocols, organization, and process/control documents.
- Senior officer overseeing industrial technical trading and hedging programs to generate savings and manage risk, and was the senior officer for a multiyear-contract outsourcing energy procurement for 90+ industrial facilities across Europe.
- Lead consultant in planning, valuing, and establishing a natural gas and power trading company for an international partnership. This encompassed financial and business assumptions to evaluate options, risk management policies and procedures, and contracts.
- Oil and gas contracting expert for numerous developments, financings, and transactions.

LEADERSHIP

Mr. White's organizational responsibilities have included:

- **Energy Consulting/Management Firm**
 - **Executive Vice President.** Instrumental in significantly growing and expanding the firm's scope and scale. Key leader determining market focus, policies and procedures, salaries, and bonuses.
 - **Head of International Practice.** Established and grew international business unit to significant global scope. Opened and oversaw offices in London, Moscow, Mexico City, Brazil, and China.
 - **Head of Fuel Practice.** Grew a fuel advisory practice to a leading North American position, especially concerning natural gas. Clients included suppliers, transporters, consumers, utilities, investors, lenders, and regulators.
- **Trade Association Executive Director.** Led Energy Managers Association participation in natural gas, oil, and power federal and state proceedings on behalf of independent power producers.
- **Regulatory Official.** Designed and implemented natural gas and pipeline regulatory programs, and led field audits of major companies, at the Federal Energy Regulatory Commission. Worked extensively with numerous federal and state regulatory agencies on key national programs.
- **Construction Firm Chief Operating Officer.** COO of general contractor with contract revenue of \$50+ million and joint ventures with \$100 million consolidated revenue.
- **Carbon Reduction Program Developer.** Key participant in innovative water, fossil fuel, and GHG conservation program. Drafted strategies, business plans, operations procedures, regulatory filings, and negotiated supplier contracts, and sales contracts.

EDUCATION

B.A., Economics and English University of Washington
Executive Integral Leadership Program University of Notre Dame

POSITIONS

Director, Berkeley Research Group, LLC, 2013–present
Managing member, Springland Associates LLC, 2009–2013
Chief operating officer, Sentinel Industries, 2006–2008
Executive vice president, Pace Global Energy Services (2000–2006) (at firm 1992-2006)
Industry economist, U.S. Federal Energy Regulatory Commission, 1978–1992

PROFESSIONAL RECOGNITION

U.S. Government Distinguished Service Award, 1992

PROFESSIONAL AFFILIATIONS

U.S. Association of Energy Economists – National Capital Area Chapter
U.S. Energy Bar Association
International Association for Energy Economics
U.S. National Economics Club

Publications and Presentations

1. *Moving Forward with Cogeneration*, Federal Energy Workshop & Defense Energy Partnership Forum, Washington, DC (Sep. 2014)
2. *Developing a Water, Energy, and Climate Program: Lessons from the Field*, Paper & Presentation, IWA Water, Energy and Climate Conference 2014, Mexico City (May 2014)
3. *Gas and Politics*, Project Finance (Feb. 2006)
4. *Pace Global White Paper: Russia – Ukraine Dispute*, Russian Petroleum Investor (Feb. 2006) (Also published in Russian and German. Used in briefing President Putin.)
5. *Improving Weather*, Speech, Project Finance Annual Awards Dinner, London (Mar. 2005)
6. *Gazprom’s International Business Strategy*, Hart’s Energy’s Annual Global LNG Outlook Conference, Houston (Oct. 2005)
7. *Industrial & Commercial Energy Management Seminar*, Leader, Beijing (Sep. 2004)
8. *LNG’s Role in Gazprom’s Western Export Growth Strategy*, VNIIGAZ Conference, Moscow (May 2004)
9. *Energy Investment and National Oil and Gas Company Credit*, Institute of the Americas Inter-American Energy Summit, San Diego (May 2004)
10. *Applying the Fundamentals*, Speech, Project Finance Annual Awards Dinner, London (Mar. 2004)
11. *Not a Crisis, but a Challenge*, Hart’s Energy Markets (Dec. 2003)
12. *Russian Gas E&P Status & Opportunities*, 2nd U.S. - Russia Commercial Energy Summit St. Petersburg, Russia (Sep. 2003)
13. *LNG Potential for the U.S. Market*, Journal of Structured and Project Finance (White, Diemer, and Gibbs, Fall 2003)
14. *Steady Heat? Investment Prospects in the Mexican Natural Gas Sector*, Project Finance (August 2003)
15. *Attracting Investment: Brazil’s Story*, Power in Latin America (May 3, 2002)
16. *The Right and Wrong Ways to Attract Investments in Generation*, Global Energy Business (March/April 2002)
17. *Setting the Pace (Financing Power in Brazil, China, and Indonesia)*, Project Finance (Sep. 2001)
18. *The Role of Volatility Value in Power Plant Financing*, The Journal of Project Finance (White, Rutherford, and Borghi, Summer 2000).
19. *Private Power in Africa*, Conference Chair (Sep. 1999).
20. *Forecasting Fuel Supply During Development and Operations*, Financing Merchant Power (Apr. 1999).
21. *Fuel Supply*, Merchant Plants ‘99 (Jan. 1999).
22. *Forging Non-Traditional Partnerships with Fuel Suppliers to Maximize Your Profitability*, Seminar Head (Nov. 1996).
23. *Impact of Market Restructuring on Fuel Management*, “Innovative Fuel Management Strategies for Electric Utilities” Conference Chair (Mar. 1996).
24. *Demand for Power and its Effect on Gas*, “Opportunities and Challenges for Gas” (Oct. 1995).
25. *The New Financial Underpinnings Required for Cogen/IPP Projects*, “The Outlook for Natural Gas” (Sep. 1995).

- 26. *The Impact of Cogen Demand on Gas Infrastructure Projects*, “Power Sales Contracts in the Industry Restructuring Environment” (Sep. 1995).
- 27. *IPP Fuel Concerns*, “Gas Supply, Planning, Transportation, and Deliverability” (Mar. 1995).
- 28. *Introduction to the Gas Challenge*, “Fueling the Restructured Electric Market” (Oct. 1995).

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Natural Gas, Pipelines, Oil, Oil Products, and Coal

- **Expert** in a dispute involving a gas producer and four interstate pipeline companies. Developed assessment of contract values, damages, damages mitigation, and negotiating strategies.
- **Senior officer** in a bankruptcy dispute involving oil sales contracts, rail transport, and regional price dynamics.
- **European Shale Gas Assessment (Europe)**. A principal author of a report prepared for a European regulatory agency assessing the European shale-gas prospects in light of the U.S. experience.
- **North American Shale Gas Investment Assessment (U.S.)**. For a European investor, assessed and compared several shale gas companies for a potential European investor.
- **Analysis of Texas Natural Gas Purchasing for Export to Mexico (North America)**. For a large consumer in Mexico, prepared analysis of purchasing, marketing, and trading gas in Texas.
- **Pipeline Planning (Europe)**. Led preparation of a comprehensive plan for the construction of an undersea pipeline running from Russia to Germany. Planning included mapping engineering alternatives and parameters, construction costs and schedule, tariff development, permitting, taxes, financing, and downstream market competition.
- **Contract and Lender Negotiations for 1,000MW Plant (Mexico)**. Fuel contracting expert in negotiations of a long-term fuel supply contract for a power project. Scope included all aspects of the fuel contract, new pipeline infrastructure requirements, fuel performance aspects of the power purchase agreement, and lender requirements.
- **Pipeline Development (North America)**. Managed a team coordinating development of a 150-mile international pipeline. Scope included federal and state permitting; right-of-way through federal, state, and private land; construction estimating and scheduling; environmental assessments and permitting; customer contracting, and tariff design.
- **Expert in Natural Gas Arbitration Case**. Expert on contracting practices and market dynamics in arbitration involving the largest natural gas supply contract serving the Northeastern United States.
- **Storage Market Expert**. Expert in a lawsuit concerning the market prospects of a natural gas storage facility in the United States.

- **Expert on Natural Gas Contracting and Market.** Expert concerning natural gas contracting and markets in two proceedings before a U.S. state regulatory commission.
- **Power Plant Contracting Expert.** Expert in lawsuit concerning a natural gas contract. Provided assessment of alternative use of the contract rights.
- **Global LPG Analysis.** Prepared a report on worldwide LPG markets, focusing on international trade, major LPG marine terminals, and Asia. LPG trade, consumption, production, and prices were covered on a regional basis and on a country basis for Asia.
- **Pipeline Tariff (South America).** Developed tariff structure and valuation pro forma for a 150 MMBtu/d international pipeline proposal in South America. Drafted supply and transportation contracts for customers and prepared pipeline-related filings to the national regulatory agency.
- **National Oil Company Assessment, Structuring and Operational Advisory (Nigeria).** Led a consortium that analyzed the Nigerian National Petroleum Company's natural gas operations, with a focus on developing commercially sound practices sufficient to attract private investment. This included identifying appropriate business practices between NNPC units and development of financial and tariff models of NNPC's domestic business. The U.S. TDA funded this project.
- **Power Plant Fuel Procurement (Ghana).** Led a team engaged to develop the fuel procurement options for the Takoradi power plant. Assessed Côte d'Ivoire and Ghanaian options, oil purchases from Nigeria, the West African Gas Pipeline, and a barge-mounted power plant. Built a detailed model that quantified plant performance and the fuel and transportation options.
- **Contracting and Operations Advisory in Mexico.** Officer in charge of two separate procurement processes and contract negotiations for two 500MW power plants. Scope included advisory on the development of an import pipeline. Led advisory on establishing permits and authorities related to importing and exporting natural gas into and from Mexico, and training on fuel management.
- **Pipeline Divestiture Demand Assessment (Mexico).** Performed an independent assessment of potential additional natural gas sales via the first private pipeline to serve power plants in Mexico.
- **Natural Gas Supply and Pipeline Assessment (Brazil).** Assessed arrangements, cost, and reliability of planned natural gas supply and transportation of a power plant in Brazil.
- **Natural Gas Market Analysis (Southern Cone).** Analyzed energy markets of Southern Cone region to identify potential privatization and development opportunities in mid-stream natural gas infrastructure. Performed market assessment, project identification, regulatory and competitive analysis, and energy-market scenario development.
- **Power Grid Fuel Supply Assessment (Chile).** Assessed fuel supply options, including oil, coal, and construction of an international natural gas pipeline, for the potential purchaser of power plants in Chile's SING power grid.
- **Pipeline Market Demand (Chile).** Conducted a market assessment for the GasAndes pipeline, which serves the several regions of Chile. The report comprised a natural gas demand forecast and summary of key project risks and market dynamics.
- **IPP Bid Fuel Supply Arrangements (Mexico).** Performed a competitive fuel procurement investigation to support a 450MW power plant concession bid in Mexico and private development of a 400MW industrial power project. The analysis facilitated power pricing strategies and financial feasibility analysis.
- **Worldwide Investment Review.** Represented an international affiliate in a corporate-wide business review for one of the largest U.S. gas and electric utilities. Provided expertise in downstream international gas businesses such as pipelines, storage, and distribution.

- **International Fuel Investment Plan.** Developed international downstream fuel asset-investment plan. Key officer in charge of the market analysis, resource requirements, pipeline and storage project pro formas, and strategies and strategic goals.
- **Global Business Plan.** Assessed pipeline markets on global, regional, and project levels for a leading worldwide engineering, construction, and investment company. Scope was worldwide. Responsible for assessing the demand for oil and gas pipelines, the economic value of the pipelines within the local market, and the potential financial returns to the owner.
- **Gas and Power Strategy Evaluation and Negotiation (Nigeria).** Energy advisor to a participant in a large industrial facility in Nigeria. Evaluated electricity operations and interconnection options. Established natural gas procurement strategy and negotiated a fuel supply contract.
- **Natural Gas Supply, Demand, and Pricing Review (China).** Led team that prepared an analysis and forecast of Chinese natural gas issues, including regulations, pricing, supply, and demand.
- **Coal and Oil Power plant Acquisition Bid (Chile).** Evaluated the fuel-related arrangements and economics of an oil- and coal-fired 600MW power plant in Chile as part of an acquisition bid.
- **Investment Memorandum for Coal-fired Power Projects (Philippines).** Prepared and managed solicitation for two coal-fired power plant development projects in the Philippines.
- **European Energy Procurement Assessment.** Evaluated energy commodity and transportation markets across Europe and prepared a procurement plan for a large industrial.
- **Fuel Plan (Colombia).** Led evaluation of the fuel arrangements for an operating power plant near the coast and the design of restructured fuel arrangements.
- **Due Diligence Assessment (Colombia).** Prepared a due diligence assessment for financing a new combined cycle power plant in Colombia. Assessed the gas and oil supply and transportation markets and infrastructure through an analysis of production and reserves risk, gas and oil transportation pricing and deliverability, system dispatch requirements, regulatory policies, and an evaluation of Ecopetrol and privatization prospects. (A worldwide “top ten” financing)
- **Valuation of Natural Gas Liquids Business (Peru).** Valued the natural gas liquids business component from an integrated natural gas field development and electric power generation project. Evaluated local and regional current and future demand, supply, and pricing for LPG and natural gas liquids. Analyzed the impact of the analysis on company economics and plant value.
- **Pipeline Proposal (Papua New Guinea –Queensland).** Participated in the development of a proposal to construct, own, and operate this international pipeline. Assessed the competitive alternative energy availability in the market area, prepared tariff terms, and participated in the rate design.
- **Pipeline Feasibility Study (Central Asia).** Senior officer for consulting work on a feasibility study of Trans-Caspian pipeline from Turkmenistan to Turkey.
- **Fuel Procurement Strategy and Contract Negotiations (Venezuela).** Provided advisory support to an energy company in negotiations of a natural gas contract with the national oil company for three power plants. Identified risks, negotiating strategies, and recommendations for the base commodity price and escalation index, including index hedging.
- **Privatization Power Plant Bid (South America).** Conducted feasibility study of constructing an international pipeline to support plant expansion and re-powering. Modeled the pipeline under various gas commodity prices, construction estimates, and market demand levels.

- **Fuel Procurement Program (U.S.).** Led a detailed review of the fuel commodity and transportation contracting for an industrial with 91 facilities throughout the United States. Covered natural gas, oil, and coal. Prepared a corporate-wide energy procurement strategy, including comprehensive policies and procedures to identify, track, and measure performance. Negotiated revised and new fuel contracts with marketers, pipelines, and local distribution companies.
- **Pipeline and Marketing Company Acquisition Effort (U.S.).** Headed a comprehensive assessment and valuation of a large gas pipeline and marketing company for acquisition by a major American electric utility. Created a financial model of the pipeline and market areas, analyzed target markets for pipeline capacity and natural gas, evaluated competitors, and analyzed ongoing regulatory developments.
- **Business Unit Sale (U.S.).** Led a detailed valuation and operational assessment of a business unit holding a number of U.S. pipelines, storage facilities, and a trading operation.
- **Regulatory Advocacy (U.S.).** Executive director of the Energy Managers Association, representing independent power producers. Spearheaded EMA's role in a number of key national industry issues, such as pressing federal regulators to standardize pipeline business practices.
- **Market Valuation (U.S.).** Valued firm commodity and transportation arrangements for nearly 200,000 MMBtu/d in fuel supply to New York. Analyzed short- and long-term valuations for several commodity basins and transportation paths.
- **Regional Market Analyses (U.S.).** Prepared numerous detailed regional U.S. natural gas market assessments for energy project developers. Analyzed supply sources, interstate transportation routes, storage options, local distribution services and prices, potential customer mix, load profiles, and supply/demand balances.
- **Fuel Procurement (U.S.).** Designed and implemented a fuel procurement plan for 90,000 MMBtu/d in New England.
- **Natural Gas Procurement (North America).** Evaluated competing Canadian/U.S. pipeline proposals (400 MMcf/d and 200 MMcf/d) and negotiated gas supply and pipeline service contracts on behalf of a New England industrial company consuming up to 50,000 MMBtu/d.
- **Bond Financing (U.S.).** Prepared an Independent Fuel Consultant's Report included in a bond financing of a gas-fired power plant in New York. Included detailed analysis of operations and market values of natural gas commodity and transportation serving New York.
- **Equity Valuation (U.S.).** Lead consultant for an evaluation of natural gas assets in a \$250 million acquisition of a gas and power asset developer. Evaluated an equity interest in 500 MMcf/d interstate pipeline, a 200 MMcf/d pipeline development, two gas storage developments, and a gas management business in the northeastern United States. Assessed U.S. and Canadian gas commodity and transportation contracts providing over 150 MMcf/d of gas.
- **Pipeline Market Evaluation (U.S.).** Evaluated natural gas markets (power generation, industrial, commercial, and residential) in eight franchise areas for the developer of a potential new large diameter natural gas pipeline. The study included both areas with existing local distribution service and areas not currently served by natural gas.
- **Storage Market Evaluation (U.S.).** Provided one of the largest gas storage owners a detailed evaluation of gas storage markets covering a 13-state region including the upper Midwest, the Mid-Atlantic, and the Northeast regions. Analysis included consideration of alternative supply and transportation portfolios to meet market demands.
- **Natural Gas Marketing Plan (U.S.).** Prepared a comprehensive analysis of natural gas markets for one of the largest U.S. electric utilities and developed a board-level business entry plan. Analyzed the current and future supply, transportation, local distribution, and marketing.

Developed and recommended detailed strategies and tactics at the customer, local distribution, state, and regional levels. Briefed senior management on all aspects of the market and plan.

- **Pipeline Due Diligence (U.S.).** Provided detailed risk assessment and construction monitoring of a \$1 billion pipeline expansion on behalf of lenders to end users dependent upon the expansion.
- **Development Support for Pipeline Project (North America).** Supported a power plant developer with arrangements for the construction of a 150-mile, 130,000 MMBtu/day international gas pipeline to serve a proposed 700MW power plant. The project included defining competitive alternatives, negotiating service agreements with pipeline companies, and analyzing rate and timing risks.
- **Power Plant Financings (U.S.).** Led preparation of independent consultant's reports for numerous facilities, including a \$110 million bond offering, a \$450 million bond offering, and several related bond offerings totaling \$260 million.

LNG

- **LNG Solicitation Support (U.S.).** Prepared analysis and solicitation documents for the developer of a U.S. LNG export terminal.
- **LNG-Fueled Power Plant Due Diligence (Chile).** Senior advisor in lender due diligence review of the fuel plan for a proposed power plant in northern Chile. Involved detailed analysis of LNG supply, terminal operations, fuel contracting, and linkage with grid dispatch and capacity payment rules.
- **LNG Terminal Feasibility Study (Thailand).** Senior officer of a comprehensive feasibility study of an LNG receiving terminal in Thailand, including markets, port and facility location and design, construction timing and costs, environmental impact, tariffs, and risk assessments.
- **LNG Liquefaction Assessment and Market Assessment.** Led assessment of potential liquefaction projects. Evaluated potential markets for LNG from these projects, including shipping costs to the project locations. Conducted a technical and financial assessment of the proposed projects.
- **Global LNG Assessment.** Led comprehensive assessment that covered LNG business practices and contracts, LNG technology, the economics of LNG utilization, LNG pricing, shipping, an LNG market overview, and detailed assessments of each major supply source and consuming market.
- **LNG Gulf of Mexico Infrastructure Assessment.** Senior officer for a gas flow and basis differential analysis of the impact of LNG volumes delivered in the Gulf of Mexico. The assessment addressed the dynamics of pipeline infrastructure and potential new pipelines. Analyzed historical flow on over numerous interstate and intrastate pipelines operating in the region, planned and future LNG projects, and future flows on an integrated basis based on a number of different supply and demand scenarios.
- **Global LNG Market Evaluation and Assessment of Competitors.** Identified market opportunities and prospective terminal receipt points for an LNG liquefaction project serving European and Western hemisphere markets. Numerous national markets were individually assessed. Analyzed competitors from Middle Eastern, Atlantic basin, and Pacific basin LNG suppliers—covering virtually all major sources. Assessed the viability of the project from the perspective of upstream liquefaction and inlet prices.
- **Baja Mexico Market Assessment for LNG Terminal Development.** Senior officer for engagement to provide expert support of an LNG terminal project. This included extensive

regulatory and permit support at the federal and local level and a natural gas market study that included identification of landing sites and a macro-level fatal flaw analysis of such sites.

- **LNG-Fueled Power Plant Due Diligence (Chile).** Senior advisor in lender due diligence review of the fuel plan for a proposed power plant in northern Chile. Involved detailed analysis of LNG supply, terminal operations, fuel contracting, and linkage with grid dispatch and capacity payment rules.
- **Southern European and U.S. Fuel Price Forecasts.** Estimated market prices at various existing and developing LNG target markets throughout the globe for a market participant.
- **Asian LNG Assessment.** Managed an assessment of Asian natural gas market, including LNG contracts, terminals, potential piped and indigenous supply, forecasted demand, and alternative suppliers.
- **Korean Gas Assessment.** Analyzed the South Korean natural gas market, including LNG contracts, terminals, potential piped and indigenous supply, forecasted demand, and alternative suppliers.
- **Japan Gas Assessment.** Analyzed the Japanese natural gas market, including alternative energy sources such as nuclear, LNG contracts, terminals, potential piped supply, forecasted demand, and potential LNG suppliers.

Electricity

- **Energy Trading Company (U.K.).** Lead consultant in planning, valuing, and establishing a power and gas trading company. Designed business plan and company organization. Evaluated alternative strategies, including purchase, joint venture, and self-build alternatives. Developed financial and business assumptions to evaluate options, generate expected earnings, and determine transfer pricing impacts. Developed risk management policies and procedures, including credit and risk limit controls.
- **Energy Marketing and Trading Company (Europe).** Lead advisor in expanding an energy supplier's marketing and trading across Europe. Key facilitator in establishing rationales, strategies, tactics, resource requirements, performance metrics, and hardware/software support systems. Wrote the company's risk management protocols and organization and process/control documents.
- **Mexico Industrial Electricity Tariff Model.** Corporate officer overseeing development of a detailed industrial power model.
- **Coordinate Expert Preparation.** Coordinate preparation of multiple expert reports concerning a power plant development partnership in China.
- **Mining Power Strategy (Ghana).** For a new mining operation in Ghana, led a team in Ghana that assessed regional, national, and local power operations and prospects. Established strategic supply options.
- **Electricity Market Review (China).** Head of team that prepared a comprehensive review of China's electricity market in support of a commercial initiative that has resulted in significant investment in China.
- **Electricity Efficiency and Reliability Review (China).** Led team that prepared and presented an analysis of potential power efficiency and reliability improvements in China.
- **Power Asset Acquisition and Development (China).** Supervising officer of team that supported the evaluation of power generation and transmission assets and development opportunities for an energy-intensive industrial load in China.

- **Oil-fired Power Plant Development Advisor (Brazil).** Led a consortium that provided financial and contracting advisory services concerning the successful development of a power plant in Brazil.
- **Design and Manage Large Procurement and Efficiency Program (Europe).** Senior officer for multiyear outsourcing contract for 90+ industrial facilities in the United Kingdom, Italy, Germany, Spain, and France to design and manage a program to procure energy and implement a structured efficiency improvement program.
- **Electricity and Natural Gas Regional Assessment (Russia).** For a company making an investment in Russia, led the evaluation of the electricity and natural gas procurement and asset ownership.
- **Industrial Development Energy Expert (Russia).** For a company partnering with a Russian company developing a large industrial facility in Russia, led the energy team. The scope encompassed purchase of a large power plant, buying power from the regional electricity company, evaluating the regional power plants and transmission system, and evaluating the natural gas national, regional, and local markets.
- **Energy Marketing Company Evaluation (Colombia).** Evaluated for an energy company Colombian market opportunity to establish an energy trading and marketing presence. Identified and characterized for gas and power markets supply, demand, transportation/transmission, pricing, regulatory policies and prospects, and competitors.
- **Generation Company Operations (Colombia).** For a new power generation facility, led a team that established the processes of interfacing with the electricity and fuels markets, and trained the operation staff in those processes.
- **Power Development Initiative (Ghana).** Senior Officer of a team that provided power and fuel consulting services for the largest industrial facility in Ghana. The initiative was to develop a 500MW in power generation capacity using Nigerian natural gas transported through a proposed pipeline.
- **Energy Market Summary (Germany).** Developed a summary of the German power and natural gas markets for a power project developer evaluating the acquisition of a potential development site. This report was used to obtain board approval to proceed.
- **CHP Evaluation (UK).** On behalf of the industrial host, led the evaluation of an Energy Services Agreement with a power plant developer under which the industrial would outsource its power and steam generation needs to a new power plant to be built and owned by the developer.
- **Power Plant Market and Investment Review and Business Plan (U.S.).** Lead consultant supporting the preparation of a comprehensive assessment and plan for an international non-utility power plant developer to enter the United States market.
- **Integrated Power and Gas Project (U.S.).** Supervised the analysis and valuation of a proposed power plant to be sited at a natural gas storage field in the Midwest.

GHG Emissions

- **Water, Energy, and Emissions Efficiency Residential Program (Mexico).** Key participant in innovative water, fossil fuel, and GHG conservation program covering all Mexico and, potentially, other developing countries. Drafted strategies, business plans, operations procedures, regulatory filings, supplier contracts, and sales contracts. Program has been approved by the Gold Standard and the UNFCCC under the Kyoto Protocol.