Philip DiDomenico

Managing Consultant

Phil DiDomenico brings extensive experience as an accomplished leader, management consultant and electrical engineer with extensive and diversified experience in electric utility management, planning, and operations. He provides strategic planning, organizational and decision-making advisory services to a wide range of clients in the electric power industry.

SELECTED PROFESSIONAL EXPERIENCE

Strategy & Decision Making

- ***New York Power Authority*** - Developed and facilitated a strategic planning effort. Focused interviews were held with executive and senior management personnel in order to identify areas in need of strategic focus. The information gathered and documentation collected served as the basis for developing a structured strategic planning session. Strategic issues requiring discussion were identified and assigned to breakout teams for resolution. Played an integral role in not only identifying the key issues but also facilitating their discussion with the Executive Team.
- ***Badger Licensing LLC*** **-** Worked with senior management to facilitate a strategic planning process aimed at developing organizational and market strategy for this technology licensor. Initial stages of this process included developing a coordinated understanding of organizational differentiation, merged with insights into the evolving demands of their customer base. Our independent facilitation skills were used to focus and challenge the team, as well as document the process. Interviews were conducted as a means of highlighting key themes of concern to leadership, which were followed by facilitated group meetings with key stakeholders to improve upon the understanding of key issues, and the development of strategic direction and goals for future growth. Throughout the process, key insights were developed and have been utilized in shaping the strategic direction of the organization.

Organization & Operational Effectiveness

- ***Utah Division of Public Utilities*** **-** Assisted in its review of Rocky Mountain Power's ("RMP's") annual net power cost reconciliation ("Energy Balancing Account" or "EBA") for each year since 2015. The EBA is a rate mechanism through which RMP recovers a portion of the difference between forecast net power costs and actual net power costs. The EBA includes all purchases and sales of electric power, fuel purchases, balancing transactions, and natural gas and electric hedging activities. In addition to auditing these transactions, Mr. DiDomenico examined the prudence of generator outages and their implications for net power costs. An expert report and testimony were filed with the Utah Public Service Commission.
- ***Public Service of New Hampshire*** - Reviewed distribution planning processes, system reliability, and performed a general system condition assessment. Identified several changes in processes, information systems, management reporting, and documentation that would serve to improve the reliability and system planning. Final report was presented to the Commission.
- ***Vermont Electric Cooperative*** - Worked with the CEO and Board of Directors in concert with the Vermont Department of Public Service to perform a Business Process Review of the Transmission

and Distribution Cooperative. This effort involved a review of the entire organization including Board activities to assess the organization's structure, effectiveness and execution. Recommendations for improvement were extensive impacting capital investment and strategic direction.

- ***Southwestern Louisiana Electric Membership Cooperative -*** Interviewed the CEO, key managers, and reviewed detailed documentation. Assessed the effectiveness and efficiency of management and business operations. Evaluated the risks associated with anticipated succession issues. Recommendations included a realignment of responsibilities, hiring personnel for several positions, a shift in organizational focus, revised reporting, and new training and mentoring plans.
- ***Hoosier Energy Cooperative –*** Performed an organizational effectiveness and business process review of the Power Delivery and Power Supply organizations. This process involved a series of interviews with senior executives, managers and staff, relevant document and information reviews, several process review teams composed of Company staff and consulting team members performed an extensive analysis of industry trends to provide recommendations for changes and improvements to the organization, staffing, planning, business processes, and system applications.
- ***Confidential Client*** **-** Provided a targeted business process review of the key marketing and proposal development practices of the organization to better align organizational achievement and practices with management expectations and market demands. Facilitated executive-level discussions with a cross-section of organizational groups to investigate barriers to success. Recommended several areas for immediate improvement and documented action items to be addressed.
- ***E.ON US –*** Assessed the management and operations practices at a number of their generating facilities. Advised senior executives (i.e. engineering operations, planning, and financial management) with respect to areas of best practice along with areas needing improvement. The effort involved facility inspections and staff interviews to assess operations and planning functions.
- ***East Kentucky Power Cooperative*** **-** Assessed the effectiveness of the organization's structure, alignment and performance. A functional and core process review was performed in order to analyze the as-is processes, policies, and procedures and how these subsequently hinder, impact, or strengthen desired levels of efficiency and effectiveness. Specific recommendations were developed for improving performance, organization structure, functional activities, core processes and staffing levels.
- ***Nova Scotia Power Company*** **-** Worked with the Senior Management of Nova Scotia Power Company to provide advice and counsel relative to their ability to achieve productivity gains and efficiencies in the management and operations of their generation facilities.
- ***Public Service Commission of the District of Columbia Review of Electric Utility Undergrounding Policies and Practices*** **-** conducted an unbiased analysis and assessment of the feasibility and reliability issues related to undergrounding the distribution system. The Study's objectives included:
    - A comprehensive review and analysis of previous undergrounding studies including studies and analyses performed by Pepco.
    - Development of the cost, feasibility, and reliability implications of select undergrounding alternatives to the existing overhead distribution system.

- Examining the potential impacts of undergrounding projects on the environment, residents, infrastructure, and health and safety.

Key government agency and public interest stakeholders were invited to briefings on the findings and recommendations of the study. These briefings were used to gather stakeholder input in the development of a future District-wide undergrounding policy.

- ***Long Island Power Authority –*** Reviewed the electrical utilities undergrounding policies and practices. Evaluated the pros and cons of underground versus overhead circuit construction. Several utilities, communities, and governmental agencies were researched in order to gain a broad understanding of the issues involved. Key insights were identified. The focus of the evaluations centered on a combination of factors including; system reliability, public safety, aesthetics and economics.

- ***Long Island Power Authority*** **-** Reviewed T&D construction practices and their impact on public safety. Reviewed trends in electrical contact cases on Long Island and identified the public safety implications of alternative T&D construction practices. These alternative practices were compared and contrasted in categories that included; construction cost, environmental impact, reliability impact, and their likely effectiveness in reducing injuries from accidental electrical contact.

Asset Transaction Services

- ***Devens Electric System*** **-** Retained by the Massachusetts Development Finance Agency in connection with the proposed issuance of $10.4 million in Electric System Revenue Bonds for the purpose of financing improvements and additions to the electric system at the Devens Commerce Center. Conducted an onsite inspection of the transmission and distribution (T&D) system and authored the T&D system condition assessment portion of the Independent Consultant's Report.

- ***Long Island Power Authority (LIPA) Acquisition of Long Island Lighting Company T&D Assets*** **-** Led the consulting effort to support the negotiation and implementation of a management services agreement with KeySpan Energy to operate and maintain LIPA's T&D facilities. The agreement was a key component of a comprehensive restructuring plan under which LIPA acquired the former Long Island Lighting Company's transmission and distribution assets as a means of lowering electric rates on Long Island. As LIPA's representative, identified assets to be transferred, evaluated the overall condition of T&D facilities, negotiated capital and O&M budgets, established capital project justification guidelines and the criteria for LIPA's review of major capital projects and scheduled maintenance deferral, determined criteria for defining "major storm" events, and reviewed procurement practices.

- ***Western Resources T&D Asset Valuation –*** Supported the determination of the value of the T&D system in preparation for a potential municipalizing action. The Replacement Cost New value was determined based on a combination of cost trending, construction costs and field observations.

- ***Long Island Power Authority T&D Facilities Condition Assessment in Support of Bond Financing*** **-** Developed a T&D facilities condition assessment in support of a $200 million bond offering. Onsite inspections were performed on a representative of sample of T&D facilities. Maintenance records were also reviewed for selected major pieces of equipment.

- ***Long Island Power Authority Generation Acquisition*** **-** Evaluated the strategic value of acquiring 4000 megawatts of generating assets on Long Island. Issues evaluated included; economics under varying purchase prices, potential for operations and maintenance related savings, opportunities

for reduced staffing, economics of alternative financing proposals as well as market power related concerns and the likely implications for stimulating a competitive market on Long Island.

- ***Confidential Client: Power and Renewable Energy Market Assessment to Support Potential Acquisition***—Performed a market advisory assessment to support a client's investigation into potential acquisition of several biomass-fueled generation resources in the New England and California power markets. Provided insight into the U.S. power industry, including specifically, the wholesale power markets and Renewable Energy Credits (REC's) markets for both of these regions, as well as the related fuel supply markets in New Hampshire and California for wood-waste biomass. Market price projections were developed to support the anticipated revenues from the output of each of the three facilities, including a review of the industry market outlooks for wholesale power, ancillary services, and for REC's. This assessment incorporated an outlook on carbon prices and the carbon initiative that were under development in the U.S.; also identified potential risk implications for each of the three facilities, based on the U.S. market trends and the future of REC markets.

Integrated Resource Planning & Procurement

- ***Public Service Electric & Gas - Long Island – Renewable Resource Procurement*** **-** Provided support and evaluation services in support of the drafting the 2015 Renewable RFP, associated pre-submittal development activities, process administration, evaluation and selection of the winning bidder(s). Efforts included the development of an evaluation guide addressing both qualitative and quantitative criteria, a bidder information webinar and the development and administration of a Project Website.

  Developed, hosted, and maintained RFP websites for PSEG Long Island's 2015 Renewables RFP and the Western Nassau RFP. The RFP website(s) hosted key documents, provided a portal for bidder questions, and tracked registrants and interested bidders. The website also provided an update feed for updates to the RFP documents and new responses to questions. Also assisted PSEG Long Island in hosting two webinars regarding each RFP.

  Also developed feed-in tariffs for both commercial solar rooftop installations and fossil-fired fuel cells. Led all aspects of tariff development, execution, and evaluation.

- ***Guam Public Utilities Commission – Resource Planning Review and Reliability Assessment*** **-** Reviewed the multi-year major construction plan of the Guam Power Authority to assess their approach to planning, prioritization, budgeting, and timing of capital projects relative to anticipated need for system investment for generation, transmission, and distribution system. The review recommended an updated approach to the prioritization and a more detailed presentation of budgeting and project management by the Power Authority to the Commission.

  Also reviewed the Power Authority's Integrated Resource Plan on behalf of the Commission. The review recommended a need for additional information and investigative steps prior to investment in new capacity sources and an expansion of the technologies considered to address a goal of increased resource diversity. Our team also recommended an investigation of the DSM planning, a move toward more renewable resources, and an assessment of Island reliability.

  The reliability review looked at the current metrics relative to reliability, root cause analyses, reporting and communication of outages to all stakeholders and is in review by the Commission in preparation for an Order to GPA for enhancements.

- ***Long Island Power Authority Electric Resource Plan (ERP) Development*** - Working in conjunction with the Authority's staff, supported the development of a multi-faceted ERP to meet the energy needs of Long Island. The plan provides a comprehensive and flexible approach to providing a

safe, reliable, environmentally friendly and cost - efficient supply of electricity to customers well into the future. This is accomplished by investing in customer programs, energy efficiency, conservation, new technologies, encouraging development of merchant transmission and generation, adding off-island transmission interconnection capability, enhancing existing power supply resources and evaluating the need to build additional ones. The ERP includes programs for energy efficiency and renewable resources.

- ***Long Island Power Authority Resource Planning Process*** **-** Developed a unique approach to managing the risk inherent in resource planning. The probabilistic Decision Analysis based approach allows decision makers the ability to clearly understand the uncertainties in the planning process and the implications of planning to meet varying levels of uncertainty.
- ***Consumers Energy Company Long-term Resource Plan*** **-** Worked with the Senior Management Team to develop an integrated resource plan. Reviewed and recommended options for the core energy issues affecting resource availability and planning. Topics investigated included the use of energy efficiency, load management and demand response programs, the appropriate technologies for short and long term resource needs, the impact of MISO market operations on planning for the energy future, the potential for price volatility and availability issues in fuel markets, the treatment of fuel markets in strategic planning, and transmission constraints and expansion planning. Our team developed a broad set of efficiency programs for potential adoption.
- ***MIT Utility Master Plan*** **-** Established a long - term plan for MIT's utility infrastructure to support the continued operation and expansion of the Cambridge campus facilities. The plan benchmarked existing utilities and provided a firm plan for improvements needed over the next five years with a projection of the improvements that may be needed in years six through ten. The plan also provided a framework for annual updating in support of an ongoing five - year planning horizon. While the plan is based on future development scenarios for the complete build out of the campus, it also provides guidance for incorporating changes in development priorities in the decision - making process. A dynamic model was created capable of providing feedback on the impacts that individual building projects would have on the campus system so that utility supply decisions can be made within a broad context.

Electric Utility Management

- ***Management of Electric Delivery System*** **-** Played a key role in restructuring and realigning Boston Edison Company's electric distribution operations to reduce costs, improve customer service, and position the company for competition.
    - Directed all facets of the business group's $80-million capital budget, supervised staff of 28 engineers, and developed and implemented competitive business and operational strategies.
    - Facilitated the transition from a traditional engineering - based operation to one structured along process lines.
    - Planned and directed a comprehensive, strategic assessment of the present and future needs of the electric delivery system as a guide for infrastructure planning and development.
    - Implemented a reliability-centered maintenance initiative, leading the way to a 40 percent cost reduction and an increase in the effectiveness of the distribution system’s maintenance program. Also, developed criteria for performance-based ratemaking.
- ***Management of Engineering Services*** **-** Developed and implemented business and operational strategies to support the successful operation of the Company’s fossil generating units.

  - Directed all facets of the business unit's $30-million capital budget.
  - Achieved a $6-million inventory reduction, far exceeding company goals, by devising highly effective planning and control procedures.
  - Facilitated development of the Production Engineering Planning System, an IT application that significantly improved budget accountability and control.

- ***Power Supply Planning and Management*** **-** Prepared analyses of alternative operating strategies and emerging generation technologies for strategic evaluation. Planned and mobilized the Power Supply Group's initial business and strategic operating plan, which focused the organization's direction and ensured consistency with overall corporate objectives. Managed the group's $60-million capital budget establishing processes that led to excellence in budget performance and the optimal use of resources.

- ***Fossil Power Plant Performance Improvement*** **-** Developed innovative approaches for improving the operating efficiency of and capital planning criteria for the company's fossil generating units. Developed a new program for monitoring and evaluating the condition of turbine lube oil. Created, analyzed and monitored fossil unit performance goals as a means of predicting operating problems in advance of outages. Extended the time between major turbine overhauls. As the primary witness before the Massachusetts Department of Public Utilities, prepared and offered testimony regarding fossil unit performance. Through effective presentation of events and their underlying causes, incurred zero penalties for replacement power costs for an unprecedented three consecutive years.

- ***Resource Planning and Management*** **-** Performed and directed production cost and financial analyses to evaluate capital investments and identified power purchase and sales opportunities for Boston Edison Company. Created a unique approach using decision analysis techniques to manage the risks inherent in energy supply planning and capital investment decisions associated with power plants.

- ***Underground Distribution Engineering and Construction*** **-** Developed construction standards, prepared specifications, and evaluated materials and equipment for Baltimore Gas & Electric Company's underground distribution system. Also responsible for correcting unusual outage and engineering problems related to duplicate 34.5 kV supply to industrial customers and 13 kV supply to large residential subdivisions.

EMPLOYMENT HISTORY

Daymark Energy Advisors, Inc.	Worcester, MA
Managing Consultant	2015 – Present
Lummus Consultants International *(formerly Shaw Consultants International)*	Canton, MA
Senior Principal Consultant, Management Consulting	2002 – 2015
Navigant Consulting	Burlington, MA
Director, T&D Management Services	1997 – 2002
Boston Edison Company *(Eversource Energy)*	Boston, MA
Manager, Electric Delivery	1995 – 1997
Manager, Engineering Services	1993 – 1995
Executive Assistant to Senior Vice President, Power Supply	1991 – 1993
Performance & Reliability Coordinator, Production Operations	1988 – 1991
Senior Electrical Engineer, Resource Planning	1980 – 1988

Baltimore Gas & Electric *(Exelon)* Baltimore, MD
Electrical Engineer, Distribution Engineering and Construction 1976 – 1980

EDUCATION

Loyola College Baltimore, MD
M.B.A., Management 1979

Northeastern University Boston, MA
B.S., Electrical Engineering (Power Systems) 197

Groups & Associations

Association of Edison Illuminating Companies
Electric Power Apparatus Committee 1996-1997
Power Generation Committee, Distributed Resources Subcommittee 1994-1995
New England Power Pool
Unit Availability Task Force 1989-1992
Generation Task Force 1986-1988

PUBLICATIONS, PRESENTATIONS & TESTIMONY

Expert Testimony

FORUM	ON BEHALF OF	TOPIC
Utah Division of Public Utilities	Utah Division of Public Utilities	Rocky Mountain Power's annual net power cost reconciliation review – generator outage prudence.
Newfoundland Board of Commissioners of Public Utilities	Newfoundland and Labrador Hydro	Prudence Review of Selected Unit Outages as part of the 2013 Amended General Rate Application.
Massachusetts Department of Public Utilities	Massachusetts Attorney General's Office	Prudence review of the capital spending related to the electric T&D system. Fitchburg 2015 Electric Rate Case.
Massachusetts Department of Public Utilities	Boston Edison Company	Prudence of the operating performance of the Company's fossil generating fleet over a three year period from 1988 to 1991.
Massachusetts Electric Facilities Siting Council	Boston Edison Company	Innovative approach to balancing risk in the development of resource plans using decision analysis techniques.

Publications & Presentations

- *"Guidelines for Capital Investment Analysis - Fossil Stations." Prepared for Boston Edison Company*
- *"An Apples to Apples Survey of Utility Measurement." American Public Power Association, Engineering & Operations Workshop Proceedings*
- *"Plant Performance Optimization Using Cost-Benefit Decision Analysis Techniques." Inter-RAM Conference Proceedings*