

Thomas J. Norris

Thomas J. Norris is a principal in Pendulum Energy since 1997. He has more than 40 years of experience in natural gas transmission and distribution and electric power industries. Since becoming part of Pendulum Energy he has had assignments involving evaluation of potential acquisitions; international and domestic project development; contract litigation matters as well as traditional rate and regulatory matters. He is a recognized expert in rate and regulatory matters and is a past president of INGAA's Rate and Policy Analysis subcommittee and was a member of the Regulatory and Policy Issues Task Group which participated in the preparation of the National Petroleum Council 1992 report, "The Potential for Natural Gas in the United States" to the Secretary of Energy.

Prior to joining Pendulum Mr. Norris spent 21 years with Tenneco Energy, 14 of which were at the officer level. At the time he left Tenneco following its acquisition by El Paso Energy, he was Senior Vice President of Major Projects. In that capacity he served as President of Kern River Transmission, President of Altamont Gas Transmission and was Tenneco's management representative on the Management Committees of Iroquois Gas Transmission and Portland Natural Gas Transmission System.

Following his role as Vice President of Rates and Regulatory Affairs he held officer level responsibilities in Operations, Supply, Market Development and Strategy Development. As Vice President of Operations, he was responsible for controlling the day-to-day operations of Tenneco's 19,000 mile pipeline system and six storage facility. In his role as Vice President of Supply he oversaw the final resolution of take-or-pay disputes and the institution of a Gas Inventory Charge.

During the early stages of his career he was on staff at the New York Public Service Commission focusing on rates and service of gas distribution, electric and water utilities. At the time of his departure he was Chief of both Gas Rates and Gas Planning.

He has testified in gas, electric and water rate cases on issues relating to overall cost of service, allocation of cost among customer classes and design of rates. He has been an expert witness in a wide variety of matters in state and federal regulatory arenas and in civil litigation.

Mr. Norris has a degree in Chemical Engineering, is a graduate of the Harvard Advanced Management Program and a licensed professional engineer. He has been a member of the advisory committee of the Institute of Public Utilities and on the editorial advisory board of Natural Gas magazine. He has been a guest lecturer at utility rate programs of the Universities of Colorado, Maryland and Wisconsin.