Docket No. 25-057-06 ANGC Exhibit 1.01 DIR Bruce R. Oliver Page 1 of 18

BRUCE R. OLIVER

Revilo Hill Associates, Inc. 7103 Laketree Drive Fairfax Station, Virginia 22039 (703) 569-6480

EXPERIENCE

Over 50 years of experience specializing in the areas of utility rates, energy, and regulatory policy. Mr. Oliver offers unusual depth and breadth in his understanding of energy and utility industries which leads to creative and effective resolution of regulatory and energy market issues. Has presented expert testimony in regulatory proceedings in more than 300 proceedings before regulatory commissions in 26 jurisdictions and has served a diverse group of clients on issues encompassing a wide range of energy and utility-related activities. Mr. Oliver also assists clients in the assessment of competitive energy markets for retail services and in the negotiation of contracts for the purchase of such services. Clients have included commercial and industrial energy users, hospitals and universities, state regulatory commissions, utilities, consumer advocates, municipal governments, federal agencies, and suppliers of equipment and services to utility markets.

1985- Revilo Hill Associates, Inc. Present President and CEO

Directs the firm's consulting practice, with specialization in the areas of industrial economics, energy, utilities, and regulatory policy. Provides expert testimony in regulatory proceedings. Assists individual commercial and institutional customers in the competitive procurement of energy services and resolution of utility service and billing issues. Regulatory work includes participation in electric, gas, water and sewer utility rate and policy matters, with particular specialization in the areas of utility costs of service, rate structure, rate of return, utility planning, and forecasting. Examples of projects include:

- Development and presentation of positions regarding the merits of various forms of alternative ratemaking, including but not limited to: multi-year rate plans; performance-based ratemaking concepts; and the merits of proposals for Performance Incentive Mechanisms.
- Assessment of a gas distribution utility's plans for accelerated replacement of aging and leak prone distribution mains by an LDC, as well as the impacts of rising leak rates the utility's gas system safety and rates distribution services.

- Negotiation of settlements to reflect the impacts of the Tax Cut and Jobs Act of 2017 in rates for certain electric and gas distribution utilities.
- Investigation of gas and electric utility merger issues including ringfencing, costs to achieve, estimated merger benefits, and allocation of merger benefits among customers for electric and gas utility mergers.
- Investigation of gas distribution utility system expansion proposals, tariff changes, and proposed ratemaking treatment of costs for gas expansion activities.
- Examination of utility proposals undergrounding overhead electric distribution facilities and the recovery of costs for undergrounding activities.
- Evaluation of utility proposals for the deployment of Advanced Metering Infrastructure (AMI) and the development of dynamic pricing rates to be implemented using AMI equipment.
- Detailed evaluation of a gas distribution utility's long-range gas supply planning, its evaluation of gas supply alternatives, and the prudence of gas its procurement decisions.
- Investigation of cost of service, rate design, tariff, forecasting and planning issues for island utilities in the U.S. Virgin Islands and Guam.
- Analysis of utility revenue decoupling proposals including assessment of the cost of service and rate impacts of such proposals and the development of appropriate tariff language for such proposals.
- Investigation of matters relating to a utility's outsourcing of significant components of its Administrative and General and Customer Service activities, including the merits of the proposed outsourcing arrangements and the rate treatment of costs incurred to select providers of outsourced services; negotiate contracts; and achieve the implementation of outsourcing arrangements.
- Strategic analysis and policy guidance for a major commercial consumer group in the development and presentation of positions before legislative and regulatory bodies regarding electric and gas regulatory issues.

- Development of Asset Management incentive programs for natural gas distribution utilities.
- Investigation and preparation of a report on the causes of large heating oil price increases for the Attorney General of a New England state.
- Participation as a member of a three-person panel hearing a gas marketer complaint of anti-competitive behavior by a local gas distribution utility in its provision of unbundled gas transportation services.
- Preparation of cost allocation studies and rate structure proposals for electric, gas, water, and wastewater utility regulatory proceedings;
- Analysis of proposals for restructuring and the unbundling of rates for local gas distribution companies, and negotiated terms, conditions, and pricing for restructured utility services.

2000- AOBA Alliance, Inc. Present Director and Chief Economist

Key technical advisor to one of the nation's largest and most successful customer-based energy aggregation programs. Assists non-residential customers in the procurement of competitive retail energy services, including the evaluation and negotiation of contract terms for competitive electricity, natural gas, energy information services. Monitors energy markets and keeps participants informed regarding energy market developments and pricing trends. Focused primarily on the commercial building industry, the AOBA Alliance, Inc. serves more than 11,000 electric and natural gas accounts in twelve states and the District of Columbia. Those participants use over 4.0 billion kWh per year and over 900 MW of electrical peak load.

1981-85 Resource Dynamics Corporation Principal and Vice President

Responsible for the firm's activities in the areas of energy pricing, utility rates and regulatory policy. Provided expert testimony before utility regulatory commissions on issues relating to costs of service, rate design, load management, load research, fuel price forecasting, utility costing analyses, and cost allocation methods. Evaluated utility fuel procurement practices, fuel price forecasts, and price forecasting methodologies. Contributed to modeling efforts relating to the estimation of national and regional electric utility load curves and coal market prices. Participated in the development handbooks for cogeneration feasibility assessment.

1980-81 Potomac Electric Power Company
Manager of Rate Research Department

Directed the development of all rate related programs. Supervised the costing, design, and analysis of traditional and innovative rates (including time-of-use, load management and cogeneration tariffs). Also was responsible for corporate revenue forecasting activities, as well as the development of marginal and avoided cost studies.

1979-80 Pacific Gas and Electric Company Rate Experimentation Supervisor

Responsible for design, implementation, and analysis of innovative rate programs for both gas and electric service. Developed programs for curtailable service; cogeneration; conservation; residential load cycling; and commercial, industrial, and agricultural time-of- use rates. Directed analyses of time-of-use and lifeline price elasticities and development of marginal and avoided costing methods.

1973-79 ICF Incorporated Project Manager

Specialized in energy policy and utility regulatory analyses. Performed detailed analysis of U.S. petroleum, natural gas, coal, and electric utility industries. Provided expert testimony on utility rate issues. Designed experimental rates for federally funded time-of-use rate and load management programs in North Carolina. Provided technical support to the DOE Regulatory Intervention Program. Contributed to the design and development of the National Coal Model, and prepared forecasts of low sulfur fuel availability for utility markets.

1972-73 U.S. Cost-of-Living Council - Pay Board Labor Economist

Served in the Office of the Chief Economist. Responsible for macroeconomic analyses of Board decisions, and for the development data systems to support assessments of the impacts of Board decisions and the reporting of aggregate statistics on wage increases granted by the Board.

EDUCATION

1972 M.A., Economics, Virginia Polytechnic Institute and State University

1970 B.A., Economics, Virginia Polytechnic Institute and State University

RATE CASE PARTICIPATION

Alberta, Canada

Canadian Western Natural Gas
NOVA Gas Transmission Ltd.
Canadian Western Natural Gas
Northwestern Utilities
TransAlta Utilities Corp.
Alberta Power Ltd.
1998 General Rate Application
1995 GRA, Phase II
Core Market Direct Purchase
Core Market Direct Purchase
Load Retention Rate Offering
1993 General Rate Application

Arizona

Southwest Gas Corporation	Docket No. U-1551-93-272
Sun City Water Company	Docket No. U-1656-91-134
Havasu Water Company	Docket No. U-2013-91-133
Arizona Water Company	Docket No. U-1445-91-227

California

Pacific Gas & Electric Company Application No. 58089

Connecticut

Southern Connecticut Gas Company	Docket No. 89-09-06
Connecticut Light & Power Company	Docket No. 87-07-01

Delaware

Chesapeake Utilities Corporation	Docket No. 95 - 73
Delmarva Power & Light Company	Docket No. 94 - 141
Delmarva Power & Light Company	Docket No. 94 - 129
Delaware Electric Cooperative	Docket No. 94 - 100
Delmarva Power & Light Company	Docket No. 92 - 85
Delmarva Power & Light Company	Docket No. 92 - 71F
Delaware Electric Cooperative	Docket No. 91 - 37
Delmarva Power & Light Company	Docket No. 91 - 24
Delmarva Power & Light Company	Docket No. 91 - 20
Delmarva Power & Light Company	Docket No. 90 - 31
Delmarva Power & Light Company	Docket No. 90 - 21
Delmarva Power & Light Company	Docket No. 89 - 26
Chesapeake Utilities Corporation	Docket No. 88 - 39F
Delmarva Power & Light Company	Docket No. 88 - 34
Delmarva Power & Light Company	Docket No. 88 - 32, Phase 2
Delmarva Power & Light Company	Docket No. 88 - 32
Delaware Electric Cooperative	Docket No. 87 - 34, Phase 2
Delaware Electric Cooperative	Docket No. 87 - 34
Delmarva Power & Light Company	Docket No. 87 - 9, Phase 5
Delmarva Power & Light Company	Docket No. 87 - 9, Phase 4

Delmarva Power & Light Company
Docket No. 87 - 9, Phase 3
Docket No. 87 - 9, Phase 2
Docket No. 87 - 9
Docket No. 86 - 43
Docket No. 86 - 24

District of Columbia

Potomac Electric Power Company Formal Case No. 1176 Washington Gas Light Company Formal Case No. 1169 Washington Gas Light Company Formal Case No. 1162 Potomac Electric Power Company Formal Case No. 1156 Washington Gas Light Company Formal Case No. 1154 Potomac Electric Power Company Formal Case No. 1151 Potomac Electric Power Company Formal Case No. 1150 Potomac Electric Power Company Formal Case No. 1145 WGL - AltaGas Merger Formal Case No. 1142 Potomac Electric Power Company Formal Case No. 1139 Formal Case No. 1137 Washington Gas Light Company Potomac Electric Power Company Formal Case No. 1133 Potomac Electric Power Company Formal Case No. 1130 Potomac Electric Power Company Formal Case No. 1121 Exelon – Pepco Merger Formal Case No. 1119 Potomac Electric Power Company Formal Case No. 1116 Washington Gas Light Company Formal Case No. 1115 Potomac Electric Power Company Formal Case No. 1103 Washington Gas Light Company Formal Case No. 1093 Formal Case No. 1087 Potomac Electric Power Company Washington Gas Light Company Formal Case No. 1079 Potomac Electric Power Company Formal Case No. 1076 Potomac Electric Power Company Formal Case No. 1056 Washington Gas Light Company Formal Case No. 1054 Potomac Electric Power Company Formal Case No. 1053, Phase II Potomac Electric Power Company Formal Case No. 1053 Washington Gas Light Company Formal Case No. 1016 Potomac Electric Power/Conectiv Merger Formal Case No. 1002 Washington Gas Light Company Formal Case No. 989 Potomac Electric Power Company/Baltimore

Gas & Electric Company Merger Formal Case No. 951 Potomac Electric Power Company Formal Case No. 945 Potomac Electric Power Company Formal Case No. 939 Washington Gas Light Company Formal Case No. 934 Washington Gas Light Company Formal Case No. 922 District of Columbia Natural Gas Formal Case No. 890 Formal Case No. 889 Potomac Electric Power Company Potomac Electric Power Company Formal Case No. 869 District of Columbia Natural Gas Formal Case No. 845

District of Columbia Natural Gas	Formal Case No. 840
Potomac Electric Power Company	Formal Case No. 834
Potomac Electric Power Company	Formal Case No. 813, Phase II
Potomac Electric Power Company	Formal Case No. 813
Washington Gas Light Company	Formal Case No. 787
Potomac Electric Power Company	Formal Case No. 785
Potomac Electric Power Company	Formal Case No. 759, Phases III
Potomac Electric Power Company	Formal Case No. 759, Phases II
Potomac Electric Power Company	Formal Case No. 759, Phases I
Potomac Electric Power Company	Formal Case No. 758

Guam

Guam Power Authority	Docket No. 11-090, Phase II
Guam Power Authority	Docket No. 11-090
Guam Power Authority	Docket No. 07-010
Guam Power Authority	Docket No. 98-002
Guam Power Authority	Docket No. 96-004
Guam Power Authority	Docket No. 95-001
Guam Power Authority	Docket No. 94-001
Guam Power Authority	Docket No. 92-002
Guam Power Authority	Docket No. 89-002 A,B,C

Illinois

Commonwealth Edison Company Docket No. 86-0128

Maryland

Case No. 9704
Case No. 9702
Case No. 9655
Case No. 9651
Case No. 9618
Case No. 9605
Case No. 9602
Case No. 9486
Case No. 9481
Case No. 9473
Case No. 9472
Case No. 9449
Case No. 9443
Case No. 9433
Case No. 9418
Case No. 9361
Case No. 9336
Case No. 9335
Case No. 9322

Potomac Electric Power Company Potomac Electric Power Company Washington Gas Light Company	Case No. 9311 Case No. 9286 Case No. 9267
Potomac Electric Power Company	Case No. 9217
Potomac Electric Power Company	Case No. 9207
Washington Gas Light Company	Case No. 9158
Washington Gas Light Company	Case No. 9104, Phase II
Washington Gas Light Company	Case No. 9104, 1 mase ii
Potomac Electric Power Company	Case No. 9092, Phase II
Potomac Electric Power Company	Case No. 9092
Standard Offer Service Docket	Case No. 9063
Standard Offer Service Docket	Case No. 9056
Standard Offer Service Docket	Case No. 9037
Potomac Electric Power Company	Case No. 8895
Washington Gas Light Company	Case No. 8991
Washington Gas Light Company	Case No. 8959
Washington Gas Light Company	Case No. 8920, Phase II
Washington Gas Light Company	Case No. 8920
Potomac Electric Power Company	Case No. 8895
Potomac Electric Power Company	Case No. 8890
Washington Gas Light Company	Case No. 8819
Potomac Electric Power Company	Case No. 8791
Potomac Electric Power Company	Case No. 8773
Generic Electric Industry Restructuring	Case No. 8738
Potomac Electric Power Company/Baltimore	
Gas & Electric Company Merger	Case No. 8725
Washington Gas Light Company	Case No. 8545
Potomac Electric Power Company	Case No. 8315
Potomac Electric Power Company	Case No. 8251
Maryland Natural Gas	Case No. 8191
Potomac Electric Power Company	Case No. 8162
Maryland Natural Gas	Case No. 8119
Potomac Electric Power Company	Case No. 8079
Baltimore Gas & Electric Company	Case No. 8070
Maryland Natural Gas	Case No. 8060
Potomac Electric Power Company	Case No. 7972
Potomac Electric Power Company	Case No. 7874
Washington Gas Light Company	Case No. 7649

Massachusetts

Investigation of Rate Structures to Promote Efficient Deployment of Demand Management

North Carolina

Generic Electric Load Management

Docket No. M100, Sub 78

Docket No. 07-50

New Jersey

Public Service Electric and Gas Docket No. GT93060242 Public Service Electric and Gas Docket No. ER91111698J Elizabethtown Gas Company Docket No. 8812-1231 Elizabethtown Gas Company Docket No. 8612-1374 Public Service Electric and Gas Docket No. 8512-1163 Jersey Central Power & Light Docket No. 8511-1116 New Jersey Natural Gas Company Docket No. 8510-974 South Jersey Gas Company Docket No. 850-8858 Public Service Electric and Gas Docket No. 850-2231 New Jersey Natural Gas Company Docket No. 850-7732 South Jersey Gas Company Docket No. 843-184. Phase II Atlantic Electric Company Docket No. 8310-883, Phase II New Jersey Natural Gas Company Docket No. 831-46 Public Service Electric and Gas Docket No. 837-620 Public Service Electric and Gas Docket No. 8210-869

New Mexico

Gas Company of New Mexico

Gas Company of New Mexico Case No. 2147
Gas Company of New Mexico Case No. 2093

New York

Consolidated Edison Company Docket No. 94-E-0334
Consolidated Edison Company Docket No. 91-E-0462
Brooklyn Union Gas Company Docket No. 90-G-0981

Ohio

Toledo Edison Company Case No. 78-628-EL-FAC

Pennsylvania

PECO Energy Company Docket No. R-20028394 PG Energy, Inc. Docket No. R-00061365 Philadelphia Electric Company Docket No. R-00970258 Mechanicsburg Water Company Docket No. R-00922502 West Penn Power Company Docket No. R-00922378 Pennsylvania Electric Company Docket No. M-920312 North Penn Gas Company Docket No. R-922276 Metropolitan Edison Company Docket No. R-922314 York Water Company Docket No. R-922168 Dauphin Consolidated Water Company Docket No. R-921000

Philadelphia, City of

Philadelphia Gas Works	1992 Rate Design Proceeding
Philadelphia Water Department	1992 Rate Increase Request
Philadelphia Gas Works	1990 Rate Increase Request
Philadelphia Water Department	1990 Rate Increase Request
Philadelphia Gas Works	1989 Proceeding
Philadelphia Gas Works	1988 Rate Increase Request
Philadelphia Gas Works	1987-88 Operating Budget
Philadelphia Gas Works	1986 Rate Increase Request
Philadelphia Water Department	1985 Rate Increase Request

Rhode Island – Public Utilities Commission

Rilode Island – Public Utilities Commission	
Narragansett Electric Company d/b/a RI Energy	Docket No. 22-42-NG
National Grid – Gas Long-Range Plan	Docket No. 4872
National Grid – Gas GCR	Docket No. 4846
National Grid – Gas DAC	Docket No. 4816
National Grid – Gas Annual ISR Filing	Docket No. 4781
National Grid – Gas Base Rates	Docket No. 4770
National Grid – Gas GCR	Docket No. 4719
National Grid – Gas DAC	Docket No. 4708
National Grid – Gas GCR	Docket No. 4647
National Grid – Gas DAC	Docket No. 4634
National Grid – Gas Long-Range Plan	Docket No. 4608
National Grid – Gas GCR	Docket No. 4576
National Grid – Gas DAC	Docket No. 4573
National Grid – Gas Customer Choice	Docket No. 4523
National Grid – Gas GCR	Docket No. 4520
National Grid – Gas DAC	Docket No. 4514
National Grid – Gas GCR	Docket No. 4436
National Grid – Gas DAC	Docket No. 4431
National Grid – Gas GCR	Docket No. 4346
National Grid – Gas DAC	Docket No. 4339
National Grid – Gas On-System Margins	Docket No. 4333
National Grid – Gas Base Rates	Docket No. 4323
National Grid – Gas GCR	Docket No. 4283
National Grid – Gas DAC	Docket No. 4269
National Grid – Electric Backup Service	Docket No. 4232
National Grid – Elec & Gas Revenue Decoupling	Docket No. 4206
National Grid – Gas GCR	Docket No. 4199
National Grid – Gas DAC	Docket No. 4196
National Grid – Gas GCR	Docket No. 4097
National Grid – Gas DAC	Docket No. 4077
National Grid – Electric	Docket No. 4065
National Grid – Gas Portfolio Management	Docket No. 4038
National Grid – Gas GCR	Docket No. 3982
National Grid – Gas DAC	Docket No. 3977
National Grid – Gas GCR	Docket No. 3961
National Grid – Gas Base Rates	Docket No. 3943
National Grid – Gas GCR	Docket No. 3868
National Grid – Gas DAC	Docket No. 3859
National Grid – Gas Long-Range Plan	Docket No. 3789
National Grid – Gas GCR	Docket No. 3766
National Grid – Gas DAC	Docket No. 3760
New England Gas Company	Docket No. 3696
New England Gas Company	Docket No. 3690
Block Island Power Company	Docket No. 3655
New England Gas Company	Docket No. 3548
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RESUME OF	Attachment A
BRUCE R. OLIVER	Page 12 of 18

New England Gas Company New England Gas Company New England Gas Company Providence Gas Company Narragansett Electric Company Providence Gas Company Providence Gas Company	Docket No. 3459 Docket No. 3436 Docket No. 3401 Docket No. 3295 Docket No. 2930 Docket No. 2902 Docket No. 2581
Providence Gas Company Providence Gas Company	Docket No. 2552 Docket No. 2374
Providence Gas Company	Docket No. 2286
Valley Gas Company	Docket No. 2276
Valley Gas Company	Docket No. 2138, Phase II
Valley Gas Company	Docket No. 2138, Phase I
Providence Gas Company	Docket No. 2082
Providence Gas Company	Docket No. 2076
Providence Gas Company	Docket No. 2001, Phase II
Valley Gas Company	Docket No. 2038
Providence Gas Company	Docket No. 2001
Block Island Power Company	Docket No. 1998
Providence Gas Company	Docket No. 1971
Generic Gas Transportation	Docket No. 1951
Valley Gas Company	Docket No. 1736
Providence Gas Company	Docket No. 1723
Providence Gas Company	Docket No. 1673

Rhode Island - Division of Public Utilities

PPL Acquisition of National Grid's Rhode	
Island Assets	Docket No. D-21-09
National Grid Acquisition of New England	
Gas Company's Rhode Island Assets	Docket No. D-06-13
Merger of Southern Union, Valley Gas Company	
And Bristol & Warren Gas Company	Docket No. D-00-02

South Dakota

Northern States Power Company Docket No. F-3188

Utah

Dominion Energy Utah Docket No. 19-057-02

Vermont

Department of Public Service Docket No. 5378
Department of Public Service Docket No. 5307

Virginia

RESUME OF

Virginia Electric Power Company Docket No. PUE 2021-00058 Washington Gas Light Company Docket No. PUR 2018-00080 Virginia Electric Power Company Docket No. PUE 2018-00042 AltaGas – WGL Merger Docket No. PUR 2017-00049 Virginia Electric Power Company Docket No. PUE 2016-00021 Virginia Electric Power Company Docket No. PUE 2016-00001 Docket No. PUE 2015-00027 Virginia Electric Power Company Virginia Electric Power Company Docket No. PUE 2011-00027 Washington Gas Light Company Docket No. PUE 2010-00139 Virginia Electric Power Company Docket No. PUE 2009-00019 Virginia Electric Power Company Docket No. PUE 2009-00018 Virginia Electric Power Company Docket No. PUE 2009-00017 Virginia Electric Power Company Docket No. PUE 2009-00016 Virginia Electric Power Company Docket No. PUE 2009-00011 Washington Gas Light Company Docket No. PUE 2006-00059 Washington Gas Light Company Docket No. PUE 2005-00010 Washington Gas Light Company Docket No. PUE 2003-00603 Washington Gas Light Company Docket No. PUE 2002-00364 Virginia Electric Power Company Docket No. PUE 000584 Virginia Electric Power Company Docket No. PUE 980213 Virginia Electric Power Company Docket No. PUE 980212 Virginia Electric Power Company Docket No. PUE 960296 Washington Gas Light Company Docket No. PUE 940031 Virginia Electric Power Company Docket No. PUE 920041 Virginia Electric Power Company Docket No. PUE 910047 Northern Virginia Natural Gas Docket No. PUE 900016 Northern Virginia Natural Gas Docket No. PUE 880024 Virginia Electric Power Company Docket No. PUE 830029 Washington Gas Light Company Docket No. PUE 830008

Virgin Islands

Water and Power Authority – Water Rates	Docket No. 613
Water and Power Authority – Electric Rates	Docket No. 612
Water and Power Authority – Water Rates	Docket No. 576
Water and Power Authority – Electric Rates	Docket No. 575
Water and Power Authority – Electric Rates	Docket No. 533

Wisconsin

Gas Transportation - Generic Docket No. 05-GI-102

Federal Energy Regulatory Commission

Weaver's Cove Energy, LLC. Docket No. CP04-36-000 Mill River Pipeline, LLC. Docket No. CP04-41-000 Columbia Gulf Transmission Co. Docket No. RP86-167-000 Columbia Gas Transmission Corp. Columbia Gulf Transmission Co.

Docket No. RP86-168-000 Docket No. TC86-021-000

SELECTED REPORTS, PUBLICATIONS AND PRESENTATIONS

- "Impacts of Pepco's Bill Stabilization Adjustment on Commercial and Governmental Customers in the District of Columbia," Presented to the District of Columbia Government and the District Department of Energy and the Environment, August 1, 2025.
- "The Evolution of the Energy Utility Industry: The Rise of Public Utility Holding Companies and The Clash of Utility and Political Economics," Presentation for the Economic Department of Virginia Polytechnic Institute and State University, April 2, 2021.
- "Post-Pandemic Energy Procurement," Presentation to AOBA Utility Committee, April 7, 2022.
- "AOBA Presentation for the Third Bill Stabilization Technical Conference," District of Columbia Public Service Commission, Technical Conference, Formal Case No. 1156, January 20, 2022.
- "AOBA Presentation for the Second Bill Stabilization Technical Conference," Formal Case No 1156, December 9, 2021.
- "The Evolution of the Energy Utility Industry, the Rise of Public Utility Holding Companies, and the Clash of Utility and Political Economics," Presentation to the Virginia Polytechnic and State University, Department of Economics, April 8, 2021.
- "Contracting for Renewable Energy in Virginia," Presentation for AOBA Alliance, November 20, 2019.
- "Perspectives on Alternative Forms of Regulation," AOBA Presentation for District of Columbia Public Service Commission, Technical Conference, Formal Case No. 1156, October, 2019.
- "AOBA Utility and Energy market Update: DC, Maryland, and Virginia," presentation of the AOBA Utility Committee, August 18, 2016.
- "The Case Against Continuation of Pepco's DC Undergrounding Project," April 26, 2016, CONFIDENTIAL.
- "Pepco DC Undergrounding Update," Presentation to the AOBA Board of Directors, November, 20, 2014.
- "Economics, Character, and Courage are Necessary to Sustain Free Markets and a Free Society, Virginia Polytechnic and State University, Department of Economics, Commencement Address, May 17, 2014.

- "Will Energy Market Developments Drive Government Policy or Will Government Policy Drive Energy Markets," Presentation to AOBA Utility Committee, June 27, 2013.
- "Ratemaking for Recovery of Pipeline Safety Investments," Presentation to the National Association of Regulatory Utility Commissioners, February 6, 2013.
- "In Comparatively Stable Energy Markets, Legislative and Regulatory Decisions Make Budgeting for Energy Services A Real Challenge," Presentation to AOBA Utility Committee, October 19, 2011.
- "Energy Commodities Show Stability; Charges for Utility Services Rise," Presentation to AOBA Utility Committee, April 20, 2011.
- "Budgeting for Utilities In the Face of Constantly Changing Rates," Presentation to AOBA Utility Committee, November 10, 2010.
- "Electric Utilities Seek Increased Rates to Fund Large Construction Projects," Presentation to AOBA Utility Committee, October 7, 2009.
- "Could You Soon Be Paying \$1.00 per kWh for Peak Electricity Supply?" Presentation to AOBA Utility Committee, June 24, 2009.
- "Energy Markets in a Tailspin," Presentation to AOBA Utility Committee, March 11, 2009.
- "Energy price Outlook for 2009," Presentation to AOBA Utility Committee, December 10, 2008.
- "Are You 'Going Green' or Going in the Red," Presentation to AOBA Utility Committee, June 18, 2008.
- "Understanding Your Utility Costs and Your Competitive Service Options," Presentation to the Mid-Atlantic Hispanic Chamber of Commerce, July 10, 2006.
- "Keeping Your Head Above Water In Volatile Electricity And Natural Gas Markets," Presentation to Legum & Norman Managed Condominiums, February 28, 2006.
- "Surviving in Deregulated Energy Markets: What You Don't Know Will Hurt You!" Presentation to AOBA Legislative & Regulatory Seminar, May, 18, 2006.
- "The Utility Market And Deregulation: What's In It For You? Presentation to the Montgomery County, Maryland, Apartment Assistance Program, September 29, 2005.
- "Winds of Long-Term Change or Another Short-Term Market Distortion: Post-Katrina and Rita Energy Markets," Keynote Presentation to AOBA Leadership Conference, September 28, 2005.
- "These Are Not Your Father's Energy Markets," Presentation to the Institute of Real Estate Management, March 8, 2005.

"Understanding Natural Gas Markets," Prepared for the AOBA Alliance, Inc., August 2004.

"Default Service: Protection or Problem," Prepared for the AOBA Alliance, Inc., April 2004.

<u>Assessment of Winter 2000 Heating Oil Price Increases for Rhode Island</u>, Report Prepared for the Rhode Island Department of Attorney General, September 2001 (with P. Roberti).

"Stranded Costs and Stranded Values," Presentation before the Virginia General Assembly, Joint Subcommittee on Electric Industry Restructuring, Task Force on Stranded and Transition Costs, May, 1998.

"Comments Regarding Restructuring of the Electric Industry in Maryland," Presentation before the Maryland Legislative Task Force on Electric Industry Restructuring, December 1997.

<u>Electric Industry Restructuring And Competition In Virginia</u>, Prepared for the Apartment and Office Building Association of Metropolitan Washington, September 1997.

"Assessment of the Proposed Pepco/BGE Merger," Presentation to the District of Columbia Community Forum on Merger Issues, December 1996.

Assessment of the Agreement Between Delmarva Power & Light Company and the Medical Center of Delaware for the Supply of Electrical Power, Prepared for the Delaware Public Service Commission, Docket No. 94-129, December 1994.

Assessment of the Agreement Between Delmarva Power & Light Company and Ciba-Geigy Corporation for the Supply of Limited Volume Natural Gas, Prepared for the Delaware Public Service Commission, Docket No. 94-141, November 1994.

Assessment of the Natural Gas Service Agreement Between Delmarva Power & Light Company and the Medical Center of Delaware, Prepared for the Delaware Public Service Commission, Docket No. 94-129, November 1994.

<u>Lifeline Rates for Electric Service and Their Potential Application to the Guam Power</u> Authority, Prepared for the Public Utilities Commission of Guam, December 1991.

Review of Additional Information Provided by Delmarva Power & Light Company Regarding the Costs of Gas Supply for Hay Road Combined Cycle Generation; prepared for the Delaware Public Service Commission, Docket No. 87-9, Phase V, June 1991.

<u>Evaluation of Delmarva Power & Light Company's Proposed Near-Term Capacity Additions</u>, prepared for the Delaware Public Service Commission, Docket No. 87-9, Phase V, August, 1990.

<u>Evaluation and Recommendations: Delmarva Power & Light Company's Proposed Commercial and Industrial Indoor Lighting Pilot Program</u>, Prepared for the Delaware Public Service Commission, Docket No. 87-9, Phase V, January, 1990.

<u>Preliminary Evaluation of DP&L's Proposed Long Term Purchase of Capacity and Energy from Duquesne Light Company</u>, Prepared for the Delaware Public Service Commission, Docket No. 87-9, Phase IV, January 1990.

<u>Staff Review and Technical Assessment: Challenge 2000 Supply Side Plan</u>, Prepared for the Delaware Public Service Commission, Docket No. 87-9, Phase II, October 1988 (with N.R. Friedman and J. Byrne).

Review and Preliminary Analysis of Rates for the Bordentown Sewerage Authority, Prepared for the Bordentown Citizens' Committee, August 1988.

<u>Evaluation of the Proposed Load Management Program and Accompanying New Rate Schedule R-LM</u>, Prepared for the Delaware Public Service Commission, Docket No. 87-34, January 1988.

<u>Staff Interim Report to the Hearing Examiner</u>, Prepared for the Delaware Public Service Commission, Docket No. 87-9, January 1988, (with J. Byrne, D. Rich, & Y.D. Wang).

Report for the Attorney General of the State of New Mexico: In the Matter of the Application of Gas Company of New Mexico for a Variance to and a Change in General Order No. 44, February 1987 (with R. LeLash and G. Epler).

<u>Determinants of Capital Costs for Coal-Fired Power Plants</u>, prepared for U.S. Energy Information Administration, March 1985 (with J. P. Price and C. J. Koravik).

<u>Trends in Electric Utility Load Duration Curves</u>, prepared for U.S. Energy Information Administration, December 1984. (with J. P. Price)

"Potential 1984 Strike by United Mine Workers of America," Executive Briefing Paper, prepared for U.S. Energy Information Administration, Sept., 1984.

<u>Coal Market Decision - Making: Description and Modeling Implications</u>, prepared for the U.S. Energy Department Information Administration, May 1984 (with J. P. Price).

<u>Power System Load Management Technologies</u>, Energy Department Paper No. 11, World Bank, November 1983 (with J.P. Price).

"Excess Capacity in U.S. Electric Utilities," Geopolitics of Energy, Volume 5, Issue No. 9, September 1983.

Ohio Cogeneration Handbook, prepared for the Ohio Department of Energy, June 1982 (with N. R. Friedman and J. P. Price).

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