### Resume of Mr. Mark D. Fowler

### Summary of Qualifications

**Mr. Mark D. Fowler** has over thirty-five years of management and consulting and experience. He has participated in over 100 consulting assignments fulfilling roles from technical advisor to project management. His education includes a BS and MBA from the University of Tulsa with an emphasis in operations research. He began his career with Buckeye Gas Products with whom he worked in various areas. These areas included supply, storage and distribution of gas liquids via pipeline, rail and truck transport, strategic and tactical acquisitions and divestitures and field operations. He trained in pipeline operations with Williams Pipeline which at the time was an affiliate of Buckeye. He also worked as a financial analyst for Plains Electric Generation and Transmission during the construction of the Plains Escalante Generating Station and associated coal handling and rail facilities. His responsibilities included financial modeling, interfacing with lenders and investment bankers and conducting financial and economic analysis.

Mr. Fowler has worked with large, international consulting firms and smaller niche firms. He has worked on scores of projects with Vantage since 1998. His work has been for utilities and telecommunications providers as well as for regulators. The diverse areas of his assignments include production planning, renewable energy integration, management audits, fuel audits, environmental planning, market analysis, customer service evaluations, affiliate compliance audits, emergency management and process improvements. His client base geographic coverage includes the US, Canada, Australia, Central America, the Caribbean and the Pacific Rim. He has testified before numerous State agencies. He is a student of the evolving utility environment and has both studied and worked on projects related to distributed generation, reliability, micro-grids, service restoration, and state of the art environmental technologies. He maintains offices in Montana and Ann Arbor, MI.

Selected Consulting Experience

#### Utility Audits

* Lead Consultant on two audits of Central Hudson Gas and Electric. Mr. Fowler’s audit responsibility included gas pipeline construction, maintenance and State and Federal regulatory safety compliance, Customer Service operations, work management and emergency restoration.
* Lead consultant on a diagnostic audit of the utility operations of the United States Virgin Islands Water and Power Authority (WAPA). The audit looked at all phases of electric and water utility operations on all three islands on which WAPA operates. The utility was then, and continues to face significant challenges from numerous angles including government accounts receivable, commercial customer defection to self-generation, solar generation by the wealthiest residential customers, rate structure and the inherent challenges of a multi island utility with no interconnection.
* Lead consultant on reviews of the Curacao island utilities of Aqualectra and Curoil. The utilities provide electric, water and fuel services to the islands of Curacao and Bonaire. The Curoil operations face uncertainty over the future of their major supplier, the Isla refinery owned by Petróleos de Venezuela S.A. (PDVSA) as well a significant rise in world oil prices on top of already high island prices.
* Lead Consultant for gas system operations in two management audits of Southern Connecticut Gas for the Connecticut Department of Public Utility Control. The audits scope included gas system planning, performance work management, and pipeline safety regulations compliance programs.
* Lead Consultant for gas system operations in a management audit of Connecticut Natural Gas for the Connecticut Department of Public Utility Control. The audit scope included gas system safety performance and pipeline safety regulations compliance programs.
* Lead Consultant for gas system operations in a management audit of Yankee Gas for the Connecticut Department of Public Utility Control. The audit scope included gas system replacement programs, safety performance and pipeline safety regulations compliance programs in light of severe financial duress on the company.
* Team Leader in the areas of distribution operations and management in the California Public Utility Commission’s ordered management audit of Southern California Gas. The audit scope included gas system safety performance and pipeline safety regulations compliance programs.
* Lead Consultant and engagement director in several reviews and analysis of Pacific Gas & Electric’s gas supply portfolio and trading in conjunction with the California Public Utility Commission’s mandated study of affiliate transactions. Examined the gas supply portfolio, trades, pipeline activities and related storage in order to confirm compliance with California PUC affiliate transactions rules. The studies also examined PG&E’s gas hedging activities. These reviews covered six calendar years.
* Lead consultant on an audit of Public Service Electric and Gas compliance with New Jersey affiliate transaction requirements. These requirements which mirror those implemented earlier in California were new to the New Jersey utilities. The audit placed considerable emphasis on the new processes designed to stay in compliance with the new regulations.
* Lead Consultant in the review and analysis of SEMPRA Energy’s gas supply portfolio and trading in conjunction with the California Public Utility Commission’s mandated study of affiliate transactions. Examined the gas supply portfolio, trades, pipeline activities and related storage in order to confirm compliance with California PUC affiliate transactions rules. Included a review of San Diego Gas and Electric and Southern California Gas activities as well as affiliates. Vantage performed these audits for two calendar years.
* Lead Consultant on a series of operations improvement projects for The Gas Company of New Mexico. Areas of examination included the gas construction, maintenance, service, meter reading and customer service.
* Directed a process improvement project for a northeastern US gas distribution company which was reexamining their organization, staffing and locations in an effort to become more competitive. The review included all field distribution operations as well as customer service and logistics.
* Lead consultant for a review of the emergency service restoration efforts of four New Hampshire electric utilities to a major ice storm. These included; National Grid, Hew Hampshire Electric Cooperative, Unitil and Public Service of New Hampshire. The review included emergency planning, tree trimming and other storm hardening efforts, emergency response plans and organizations, chronologies of the response efforts, customer service, communications, and intrastate and broader comparisons. The study produced recommendations for each company and for the state as a whole.
* Lead consultant for a review of the emergency service restoration efforts of the Long Island Power Authority and their system operator National Grid to Hurricane Irene. Mr. Fowler led the review of the emergency planning, implementation and results. Mr. Fowler also investigated the customer service organizations response. The study produced recommendations for both LIPA and National Grid (or future operator PSE&G). The resulting report was issued by the NY Department of Public Service using the study results.
* Lead consultant on a long-term process improvement project for Belize Electric Limited (BEL). BEL because of location and the extent of the country lying at low elevation is especially vulnerable to hurricanes and tropical storms. BEL at the time also relied heavily on one primary transmission feed from Comisión Federal de Electricidad (CFE), in the Mexican Yucatan. The improvement process focused on all areas of T&D with emphasis on staffing changes, work management and risk remediation.
* Project Manager on a project to totally revise the emergency response organization and processes of a large Midwestern utility. The project included implementation of the Incident Command System across the organization, standardization of practices in all divisions, improving communications, development of a new Emergency Response Plan and staffing of the organization.
* Lead Consultant on an audit of the Consolidated Edison response to a wind and rain storm which caused significant outages in the Manhattan network as well as the Westchester overhead system. Mr. Fowler’s focus was on the T&D response and organization in the Westchester area as well as the customer service organization for the entire company.
* Lead consultant on an investigation into a series of outages that occurred throughout the system in a relatively short period of time. Mr. Fowler focused on two of the suburban outages, one of which was substation focused and the other involved underground facilities. The investigation produced a number of recommendations dealing with infrastructure replacement, maintenance intervals and emergency response.
* Lead consultant in extension-of-staff assignments on two dockets for the Connecticut Public Utility Regulatory Authority. The dockets involved emergency preparation and response as well as refinement of regulations pertaining to obligations and penalties.
* Consultant on a rate study for the City of Marshall Michigan municipal utility, which was undergoing restructuring of its energy supply portfolio. Provided technical assistance in the area of electric generation, transmission and distribution as it pertained to development of electric rates.
* Conducted a review of the actions of the California ISO following the energy crisis of 2000.
* Developed a complex finance model for a water and wastewater utility which has undergone significant customer reductions due to the economic downturn of the late 2000s after a period of major new construction. The model helped investigate multiple alternatives to survive the downturn with minimal disruption to existing rates and remaining within debt covenants. The utility has since recovered.
* Conducted a series of process improvement projects for Colorado Springs Utilities in electric generation, distribution, gas distribution and customer service. The projects included customer service as well as opportunities for consolidations of redundant services being provided by the different utility groups.
* Lead consultant in a comprehensive management review of the infrastructure construction and maintenance Utility Directorate for Sandia National Laboratory.
* Lead consultant on a long-term assignment to oversee a steam generation and distribution system which was developing a cogeneration facility. During the assignment the utility also expanded operations into very large scale hot and chilled water services.
* Conducted a utility and municipal services review for the City of Corpus Christi, Texas. The review included opportunities for consolidations of redundant services being provided by the different groups as well as improving processes in all areas of utilities, police, fire and street.
* Lead Consultant on numerous assignments involving process improvement, generation mix and work management at power plants throughout North and Central America. Companies involved include Alberta Power, Edmonton Power, Bonneville Power, Plains Electric Generation and Transmission, Belize Electric Limited, Marshall Michigan Electric Utility, PEPCO, Kentucky Power, Aqualectra and Alstrom Development.
* Lead consultant on dozens of assignments involving telecommunications dating back to and even preceding the Telecommunications Act of 1996. Projects have involved MCI, SBC, BellSouth, GTE, Alltel, Contel, United Telephone, Ameritch, Roseville Telecommunication, PACBELL and others.
* Lead consultant on a process improvement project for the Farm Credit Lead consultant for a review of the emergency service restoration efforts of four New Hampshire electric utilities to a major ice storm. These included; National Grid, Hew Hampshire Electric Cooperative, Unitil and Public Service of New Hampshire. The review included emergency planning, tree trimming and other storm hardening efforts, emergency response plans and organizations, chronologies of the response efforts, customer service, communications, and intrastate and broader comparisons. The study produced recommendations for each company and for the state as a whole.
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#### Affiliate Transactions

* Lead consultant on an affiliate transaction audit of Duke Energy for the North Carolina Utilities Commission. The audit included a review of compliance with merger conditions approved as part of the merger of Progress Energy and Duke. The audit included not only compliance but an assessment of the processes and procedures in place to ensure compliance.
* Lead Consultant and engagement director in several reviews and analysis of Pacific Gas & Electric’s gas supply portfolio and trading in conjunction with the California Public Utility Commission’s mandated study of affiliate transactions. Examined the gas supply portfolio, trades, pipeline activities and related storage in order to confirm compliance with California PUC affiliate transactions rules. The studies also examined PG&E’s gas hedging activities. These reviews covered six calendar years.
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* Lead consultant on an audit of Public Service Electric and Gas compliance with New Jersey affiliate transaction requirements. These requirements which mirror those implemented earlier in California were new to the New Jersey utilities. The audit placed considerable emphasis on the new processes designed to stay in compliance with the new regulations.
* Lead consultant on affiliate transaction audits or the affiliate transaction focus of management audits involving American Electric Power, Qwest, Ameritech, New York Telephone, NYNEX, National Grid, Pacific Bell, Public Service Electric and Gas, Duke Energy and others.

#### Other Utility Experience

* Lead consultant on a diagnostic audit of the utility operations of the United States Virgin Islands Water and Power Authority (WAPA). The audit looked at all phases of electric and water utility operations on all three islands on which WAPA operates. The utility was then, and continues to face significant challenges from numerous angles including government accounts receivable, commercial customer defection to self-generation, and solar generation by the wealthiest residential customers, rate structure and the inherent challenges of a multi island utility with no interconnection.
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* Lead consultant on a process improvement project for the Farm Credit Administration.

### Employment Experience

* Director Business Development-North America-Hansen Industries, Melbourne, Australia (2000-2001)
* Senior Financial Manager- Plains Electric Generation and Transmission (1985-1986)
* Director Gas Supply and Distribution- Western US- Buckeye Gas Products (1979-1985)

### Education

* Bachelor of Science, Business Administration, University of Tulsa
* Master of Business Administration, University of Tulsa