

Professional Experience of Larry A. Crowley

Summary

Mr. Crowley has over 30 years of extensive electric utility industry experience including corporate strategic planning, organizational development, new business development, regulatory affairs, transmission system planning, and generation and resource planning. Mr. Crowley's regulatory experience includes the preparation and filing of testimony and exhibits before various regulatory commissions including testifying as an expert witness before the Idaho Public Utilities Commission, the Oregon Public Utilities Commission, the Nevada Public Service Commission, the Colorado Public Utilities Commission, the Wisconsin Public Utilities Commission, the Michigan Public Service Commission, the North Dakota Public Service Commission, the Montana Public Service Commission, the Texas Public Utility Commission, and the Federal Energy Regulatory Commission.

The Energy Strategies Institute, Inc. (ESI)

October 1999 to Present

Founder and Director of ESI, a network of experienced professionals with diverse interests specializing in energy and utility matters, dedicated to developing and implementing practical solutions for energy service providers and customers. The Institute offers experienced utility operation, planning and regulatory expertise including the preparation of exhibits and testimony for jurisdictional separation and revenue requirement studies, class cost of service studies, unbundled cost studies, and rate design studies. Major clients include The Washington Group International, Boise, Idaho; Wisconsin Electric Power Company, Milwaukee, Wisconsin; Montana-Dakota Utilities Company, Bismarck, North Dakota; The US Department of Energy, Office of Renewable Energy and Energy Efficiency, Washington, D.C.; The J.R. Simplot Company, Boise, Idaho; The International Energy Agency, Paris, France; The Riley Creek Lumber Company, Sandpoint, Idaho and The Allied Utility Network, Boise, Idaho.

Wisconsin Electric Power Company, State Regulatory Affairs

Prepared regulatory studies including:

- Unbundled cost study for the company's Michigan jurisdiction retail customers which was filed with the Michigan Public Service Commission
- A jurisdictional separation study for the company's FERC jurisdiction including revenue deficiency and revenue requirements for each of the company's FERC customers
- Unbundled cost study for each of the FERC customers at issue for filing with the FERC.
- Designed and developed a PC-based jurisdictional separation study/model for use by the company to determine its regulatory strategies for each budget or fiscal year.
- Prepared a multi-jurisdictional cost study (including testimony and exhibits) to calculate the revenue requirements associated with the company's participation in an RTO.
- Prepared an outline for a renewable energy plan for inclusion with the company's most recent resource plan filed with the Wisconsin Public Service Commission.

Washington Group International (WGI)

The Washington Group International is the fourth largest engineering and construction company in the United States. As Director of Project Development, (International Group of the Infrastructure and Mining business unit) responsibilities included:

- Identifying and developing new project opportunities for the WGI with emphasis on infrastructure projects in the United States and Latin America.
- Analyses of various energy projects for presentation to senior management of the company and identifying and developing strategic alliances and potential partners for infrastructure projects located in the United States and Latin America.

R. J. Rudden Associates, a Black and Veatch Company and H. Zinder & Associates, Inc.

Contract associate of R. J. Rudden Associates and H. Zinder & Associates; providing professional consulting services to the energy and regulated utility industries with emphasis on ratemaking, economics, finance and accounting matters. As Senior Associate Consultant, responsibilities include:

- Preparation of regulatory studies including jurisdictional separation studies, revenue deficiency/requirements studies, cost of service studies, and rate design studies
- Providing testimony and litigation support including testifying before regulatory commissions
- Providing assistance for strategic planning initiatives and studies
- Preparing analyses for proposed mergers and acquisitions.

Idaho Power Resources Corporation (IPRC)

July 1996 to October 1999

As President of IPRC, a wholly owned subsidiary of Idaho Power Company, responsibilities included establishing, organizing and leading a new independent business division including establishment of the entity, selection and training of staff, systems implementation and day-to-day management of the entity. Responsibilities also included preparation of annual operating budget, strategic plans, business plans (including due diligence and analysis for mergers and acquisitions), as well as research, development and deployment of new technologies such as PEM fuel cells and solar energy systems.

Idaho Power Company

March 1979 to October 1999

Idaho Power Company is the largest investor-owned electric utility serving in Idaho with 2004 revenues of \$844.5 million, total plant investment of approximately \$3.2 billion and over 440,000 customers.

Senior Manager, Strategic Planning

January 1991 to October 1999

As Senior Manager of Strategic Planning, responsibilities included:

- Directing all corporate strategic planning activities of the company, including regulatory initiatives and merger and acquisition activities
- Preparation of the annual economic forecast used by the major business units of the company in the preparation of their annual business plans, operating budgets and capital requirements.
- Overseeing the company's research and development programs and projects dealing with new technologies or improvements in operating practices.
- Developing a rate mechanism that tracks and recovers changes or fluctuations in the company's cost of production (PCA), including formulation of the concept, plan and the regulatory strategy to secure approval of the regulatory commissions.
- Directed the litigation team that participated in the PacifiCorp/Utah Power merger appearing before the Idaho PUC and the Federal Energy Regulatory Commission. Negotiated the settlement agreement between the parties, resulting in significant benefits to Idaho Power Company including firm transmission service in Utah, ownership of a major strategic substation, additional transmission revenue and favorable resolution of a number of pending regulatory disputes.
- Negotiated a comprehensive transmission services agreement between the company and Bonneville Power Administration that resulted in annual revenues of approximately \$1.5 million.
- Identified new business opportunities for the company and prepared the requisite business plans and analysis.
- Designed and implemented Idaho Power Company's innovative "first-of-its-kind" solar energy program that won unanimous approval from the regulatory commissions.

- Selected by the IEA Executive Committee to chair the Organizing Committee for the 1995 International Executive Conference on Photovoltaics (Solar Energy) sponsored by the International Energy Agency and hosted by Idaho Power Company.
- Selected by the US Department of Energy to represent the United States on the Organizing Committee for the 1999 International Executive Conference on Photovoltaics that was organized under the auspices of the International Energy Agency.

Manager, Power Management

1986 to 1991

As Manager of Power management, responsibilities included:

- the management of a department consisting of 45 senior level engineers, analysts and technical experts dealing with generation resource planning, transmission system planning, wholesale power marketing and wholesale bilateral contract development and administration.
- Responsible for directing all regulatory activities with the Federal Energy Regulatory Commission dealing with wholesale power and transmission services rates, terms and conditions and related contract approvals.
- Responsible for negotiating wholesale power contracts and transmission service agreements that generated \$40MM in annual revenues.

Manager of Rates and Regulatory Affairs

1979 to 1986

As Manager of Rates and regulatory Affairs, responsibilities included:

- Preparing all materials required for the Idaho Power's rate filings before the Idaho, Oregon and Nevada state regulatory commissions having jurisdiction over the company, as well as the Federal Energy Regulatory Commission.
- Developed a multi-jurisdictional cost-of-service/revenue requirements model that was accepted by all state and federal commissions having jurisdiction over the company.
- Developed a series of innovative class cost of service and rate design models.
- Developed and directed a load research program for the company.

Wisconsin Electric Power Company – Project Coordinator (Regulatory)

1978 to 1979

As Project Coordinator, responsibilities included:

- All rate and regulatory filings before the Wisconsin and Michigan Public Utility Commissions and the Federal Energy Regulatory Commission.
- Preparing jurisdictional separation and revenue requirement studies, cost-of-service studies, rate design studies, load research information and the testimony related to these studies as required by the commissions in support of retail and wholesale rate filings.
- Developed the first computerized cost-of-service model for the company that was accepted by all three commissions having jurisdiction over the company.

Southeast Colorado Power Association

1971 to 1978

General Manager

As General Manager, responsibilities included:

- Chief Operating Officer of an electric distribution company with 60 employees.
- Responsible to the Board of Directors for all matters relating to the operation of the company including financial planning, marketing, budgeting, quality of service and all regulatory proceedings before the Colorado Public Utilities Commission.