

Attachment B

General Electric Rate Study Qualifications



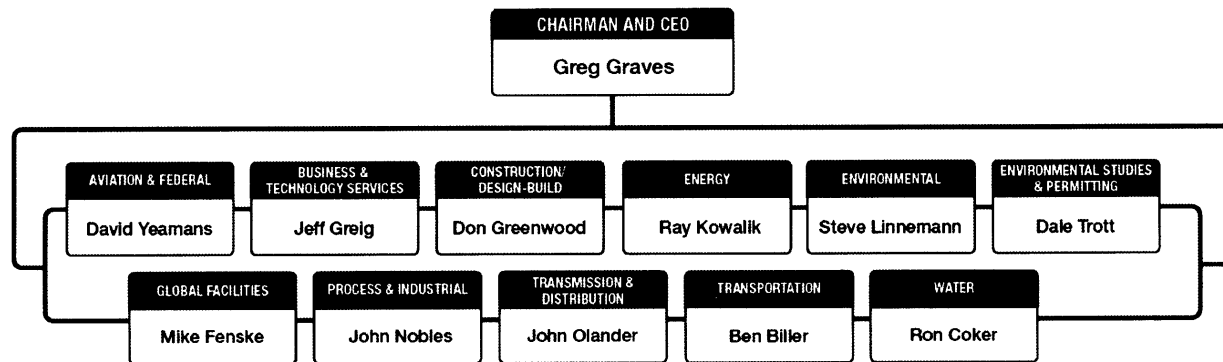
Burns & McDonnell is an internationally recognized consulting firm serving clients since 1898. The first major assignment for our founders, Mr. Burns and Mr. McDonnell, was a project for the City of Iola Kansas, a client Burns & McDonnell has serviced for over 110 years. This long-standing relationship is a testament to the services our company provides. Today, Burns & McDonnell is an over 4,000 strong, 100 percent employee-owned firm, directed by a board of directors that practices a management philosophy grounded in participation and attention to client and employee matters. This philosophy and participation have been the foundation for the continued success of the firm.

Contact Information

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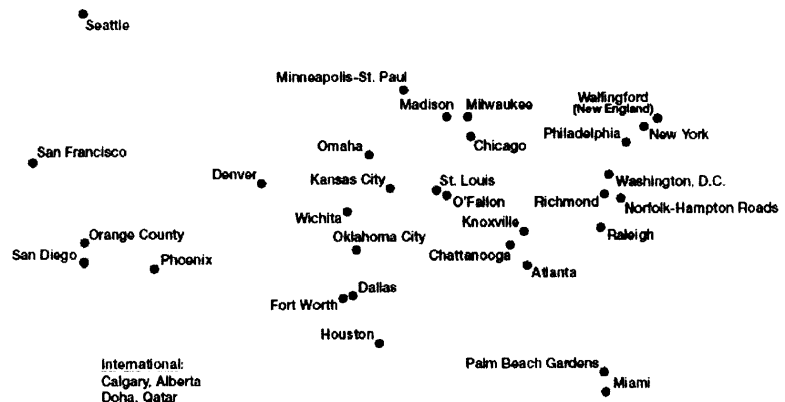
Global Practices

Burns & McDonnell has over 4,000 employees in more than 20 offices nationwide providing innovative, timely and cost-effective services to our clients. Our company is organized into the following interactive Global Practices to meet industry needs:



Regional Offices

Burns & McDonnell serves clients throughout the United States and worldwide. Our headquarters is in Kansas City, Missouri with offices across the country, including Brea and two other offices in California.



General Electric Rate Study Qualifications (continued)



We have built our reputation on providing timely and responsive services to our clients. We measure success in part by the degree to which we are viewed as extensions of our clients' staff. This status cannot be achieved if physical location interferes with the delivery of timely and responsive service. A trusted business advisor must be readily accessible when the need arises, regardless of location. We encourage you to contact our references regarding the level of personal service and commitment we provide. You will find we have a history of meeting this challenge with our clients across the nation.

Depth of Staff

With over 4,000 full-time employee-owners, Burns & McDonnell has experts in a wide range of scientific, economic and engineering disciplines. This diversity of experience provides an excellent resource that can be drawn upon as needed to meet challenges and recommend solutions in a timely and efficient manner. This translates to project consistency, lower costs and the ability to maintain project schedules.

Employee Ownership

As a 100 percent employee-owned firm, each member of the Burns & McDonnell team brings an owner's mentality to your project. This provides a noticeably higher level of service to our clients.

Industry Rankings

Burns & McDonnell is ranked in the top 10 percent of the leading 500 U.S. design firms and the top third of the leading design-build firms by the *Engineering News Record*. We were also recently listed in the top 10 mechanical/electrical firms by Consulting-Specifying Engineer. Honored with numerous awards for excellence by professional organizations, government agencies and the armed forces, we've established a reputation for providing high-quality service to our clients and innovative solutions to meet their needs.

PSMJ Resources, Inc, the premier management consulting firm for the architecture/ engineering/construction (A/E/C) industry, has recognized Burns & McDonnell as a winner of its Annual Premier Award for Client Satisfaction for the past three years. The Premier Award, presented in partnership with Design Facilitator, honors A/E/C firms that provide their clients with top quality communications, impressive performance, and cost effective solutions.

Burns & McDonnell has received the distinct honor of being recognized on FORTUNE Magazine's list of "The 100 Best Companies to Work For" three of the past four years. Ranked at #18 in 2012, this recognition places Burns & McDonnell in a class well above its competitors.

A Commitment to Health & Safety

Safety is the most important component of any project. Burns & McDonnell employee-owners are committed to safety on the job at all times. Every project at Burns & McDonnell operates with the safety philosophy that zero recordable incidents can be accomplished with proper planning, resources and follow-through. The importance of safety is advocated by focusing on training efforts.

A Commitment to Quality

The QC procedures used at Burns & McDonnell were adopted in March 1981 and were updated and revised in September 2010.

The QC process for studies involves three distinct review steps that occur at strategic milestones during the project. Documents that take the form of a report undergo these distinct reviews prior to the draft publication. "Draft" or "Working Draft" submittals to any client are prepared as if they were "Final," reducing work on any subsequent iteration, if required, to the incorporation of purely technical comments from regulators or the client.

General Electric Rate Study Qualifications (continued)



The objectives of the Burns & McDonnell quality control program are to:

- Satisfy our clients' requirements for their project, consistent with imposed time and budget constraints and technical practicalities.
- Comply with applicable codes, standards, laws, and regulations.
- Comply with company standards, unless otherwise directed by our client and provided that the substituted standards are in accordance with good practice.
- Select cost-effective concepts and systems.
- Minimize errors.
- Produce contract documents within budgets and on schedule.
- Reduce liability to the client and the company.

Financial Soundness

The company's strong financial performance is reflected by its historical growth and stability. Annual revenues for the years ending December 31, 2012, 2011, and 2010 were \$1.524 billion, 1.174 billion, and 1.070 billion. Burns & McDonnell maintains cash and investment balances of nine figures and has no current or long-term bank borrowings. The company maintains positive net income, current backlog levels approximating \$1 billion and an aggregate bonding capacity in support of our projects of \$1 billion.

Business & Technology Services

This project for the City will be executed by Burns & McDonnell's Business & Technology Services group. This group was formed to meet the financial and management challenges of our clients. Specific relevant services provided include:

- Utility Rate Services
- Economic/Pricing/Financial Analyses
- Management Consulting Services
- Resource Planning

The Business & Technology Services group offers the experience and expertise needed to successfully provide utility rate and financial consulting services for the City. Our experience in forecasting, financing, operation and maintenance reports, and other management assignments provides our staff with a broad understanding of the utility industry, in addition to the breadth and depth of knowledge necessary to successfully complete this assignment. Our knowledge and experience will allow us to address the issues of recovery of the cost of each element of utility service and preparation of the system for meeting future needs the City.

The Business & Technology Services group of Burns & McDonnell assists its clients with cost evaluations of providing electric services to their customers and with the development of appropriate pricing mechanisms designed to properly recover those costs. A brief narrative regarding some of the typical service offerings managed on behalf of electric utility clients is presented below.

Utility Rate Studies

The Business & Technology Services group provides cost-of-service and rate analyses for electric, gas, waste, utility clients. These projects include development of financial forecasts to estimate the effects of anticipated sales and costs on clients' revenue requirements. Our staff creates sophisticated computer models and databases that are utilized in the analyses. Burns & McDonnell's approach to performing each study is specifically tailored to each individual client's needs.

General Electric Rate Study Qualifications (continued)



A key component of our cost of service and rate studies is the development of rate and pricing options for our clients. Burns & McDonnell utilizes the results of the cost analyses to evaluate and design rate structures for retail or wholesale service that accomplish our clients' strategic goals and objectives. We consider both traditional and innovative alternatives in the structure and application of pricing strategies recommended to our clients. The impacts of potential pricing scenarios on our clients' key constituents are identified and assessed. We also provide expert testimony to regulatory, legal, or other public authorities, both written and oral, on behalf of our clients in support of our pricing recommendations.

Engineer's Reports

The Business & Technology Services group prepares engineering reports for official statements in conjunction with the sale of revenue bonds. Typically, projections are made of the bond issuers' operating expenses, required revenues, and compliance with applicable debt covenants. Burns & McDonnell has served as consulting engineer for public utility financings totaling more than \$15 billion. Through these financial activities, we have worked with many investment banking firms and bond counsels, and have assisted in presentations to rating agencies and bond insurers.

Key Personnel and Organization Chart

The Business & Technology Services group of Burns & McDonnell will assist the City in addressing the issues associated with this project. The Business & Technology Services group brings together a highly qualified staff of economic and business professionals with diverse training and expertise. This staff has the experience and knowledge to complete the services and provide recommendations that meet federal, state, and local regulations. In addition, the firm has technical specialists with additional areas of expertise on which Business & Technology Services can call as needed.

Personnel Qualifications

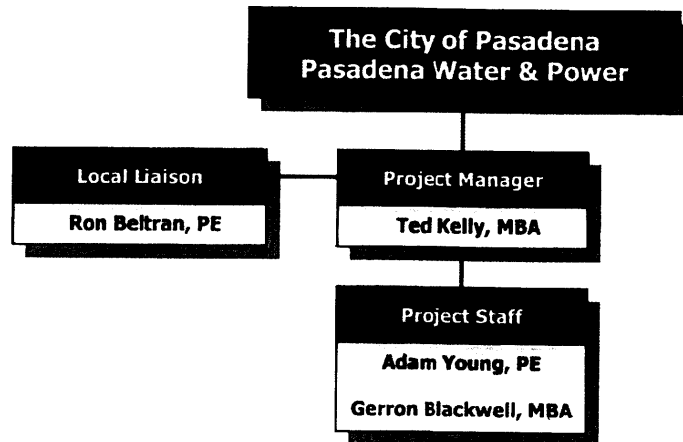


Key Personnel

Burns & McDonnell has assembled a highly qualified staff of economic and business professionals with deep and directly applicable experience to execute the proposed study for the City. Our project team is illustrated below. This staff has the experience and knowledge to complete the services and provide recommendations that meet federal, state, and local regulations. In addition, the firm has technical specialists with additional areas of expertise on which the project team can call on as needed.

As you review our project team, consider these important points:

- Our project team's experience in forecasting, financing, operation and maintenance reports, and other management assignments provides the breadth and the depth of knowledge necessary to successfully complete this assignment.
- Our project team has a history of completing similarly sized and scoped projects on time and to the satisfaction of our clients.
- Our project manager Ted Kelly has more than 33 years of experience in professional services and rate study projects. Ted will be assisted by Adam Young and Gerron Blackwell who provide additional expertise in utility rate studies.



We have structured a team that is committed, available and is extremely capable of performing this project. We are ready to go! A brief synopsis of each member of our project team is included below, followed by detailed resumes.

Ted Kelly – Project Manager

Mr. Ted Kelly will serve as project manager. Mr. Kelly has extensive experience in utility rate matters and has performed cost-of-service and rate design studies for clients across the country. As project manager, he will ensure satisfactory completion of the work and be directly responsible for the services providing. Besides having responsibility for completing certain aspects of the proposed work, he will ensure that other appropriate resources within our multi-disciplined, full-service firm are brought in as needed to complete the various aspects of each phase of the project. Mr. Kelly has managed and directed numerous similar studies over the past five years including studies for Naperville, Illinois; Lakeland, Florida; McPherson, Kansas; Dover, Delaware; and Owensboro, Kentucky.

Adam Young, PE – Senior Project Analyst

Mr. Adam Young will serve as the senior project analyst for the study. Mr. Young will be responsible for completing and coordinating the completion of the various analyses in the study. Mr. Young has developed customized Excel based financial models and analyses in a number of electric utility studies. These studies have included financial analysis, determination of revenue and revenue requirements, cost-of-service analyses, rate analyses, and rate design. Mr. Young developed a detailed cost of service analysis and rate design study for Naperville, Illinois, and has recently served as the senior project analyst for other similar studies with Lakeland, Florida; Owensboro, Kentucky; Jackson, Missouri; and Dover, Delaware.

Personnel Qualifications (continued)



Gerron Blackwell – Project Analyst

Mr. Gerron Blackwell will serve as the project analyst for the study. Mr. Blackwell has been actively involved as project analyst in several cost-of-service and rate studies for various utilities. He has been responsible for analyzing required capital expenditures, evaluating revenue and debt financing, and allocating costs to various customer classes. He has also determined cost-based rates based on projected revenues and expenses using detailed financial models. His project experience includes serving as the lead analyst on the most recent Naperville electric rate study and he assisted with similar studies for Lakeland, Florida; Dover, Delaware; McPherson, Kansas; and Owensboro, Kentucky.

Ron Beltran – Local Liaison

Mr. Ron Beltran will serve as the local liaison for the study. Mr. Beltran works from the Brea, California offices of Burns & McDonnell. He has extensive experience in project management and in all facets of electrical engineering. Mr. Beltran has served as a Project Manager on Substation Construction projects with responsibility for design, major equipment specification, construction management, and commissioning. Mr. Beltran will actively communicate with the City as client liaison regarding schedule and execution of the project.

Detailed resumes for the project team members are provided on the following pages. These resumes provide extensive information concerning the experience our senior consultants have in providing services to clients across the country. Time dedication and hourly rates are provided in the Cost Proposal.

Ted J. Kelly

Project Manager



Expertise

- Utility Rate Analyses
- Cost of Service
- Utility Planning and Operations Analysis
- Financial Analysis
- Power Supply Evaluations

Education

- B.S. in Economics, Minor in Engineer Management, University of Missouri-Rolla, 1977
- MBA in Utility Regulation and Management, Indiana University, 1983

Organizations

- Council of Energy Advisors
- Empire Who's Who of Executives and Professionals 2003-04, 2005-06
- National Register's Who's Who in Executives & Professionals 2002-03
- American Water Works Association

Committees

- Texas Public Power Association Marketing & Customer Service

Total Years of Experience

32

Years With Burns & McDonnell

13

Start Date

1998

Mr. Kelly is a Principal in Business & Technology Services at Burns & McDonnell. In this capacity, Mr. Kelly is responsible for managing a variety of projects for utilities relating to financial and management issues. He is the Department Head of the finance and markets area of Business & Technology Services. Mr. Kelly's project experience includes analysis of utility operations and management; strategic and business planning; cost-benefit analysis; financial feasibility; economic impacts; revenue requirements; financial and cost accounting; cost of service; rate design; contributions in aid of construction; resource acquisition strategies; power supply planning; and valuations of utility property. He has managed numerous projects involving in-depth financial analysis. Mr. Kelly has over 30 years of utility financial consulting experience.

Mr. Kelly has been involved in utility assignments involving the determination of revenue requirements and cost of service by customer class. Specific studies include projections of revenues and expenses; normalization of test period data; analyses of customer class load characteristics; development of customer class cost allocation factors; analyses of customer bill frequency data; design of cost of service rates; calculations of revenue under proposed rates; and preparation of testimony. Mr. Kelly has completed studies for electric, water, wastewater, stormwater, and gas utility systems. His work has included presentation of testimony before state regulatory commissions.

Some of the clients for whom Mr. Kelly has recently performed electric rates studies include: Dover Electric Department; Lakeland Electric; Heartland Consumers Power District; Owensboro Municipal Utilities; Naperville Department of Public Utilities; Jackson, Missouri; Carthage, Missouri; McPherson Board of Public Utilities; and Glenwood Springs, Colorado. Descriptions of several relevant electric rate study assignments are included below.

Electric Rate Analysis and Cost of Service Study, Lakeland Electric Lakeland, FL

Mr. Kelly is the project manager responsible for preparing an electric rate analysis and cost of service study for Lakeland Electric. The cost of service analysis was required due to Florida Public Utilities Commission regulations and served as the basis for the setting of new electric rates. This study also developed time of use (TOU) electric rate structures that will support the implementation of Lakeland Electric's Smart Grid project.

Electric Cost-of-Service and Rate Design Study, Naperville Department of Public Utilities Naperville, IL

Serving as the project director on the comprehensive electric cost-of-service and rate design study for Naperville. The study includes development of time-of-use rates for various customer classes served by Naperville. New rate classes were included in the cost-of-service allocations, and corresponding rate schedules were developed for each resulting class of customers.

Ted J. Kelly
(continued)



Electric Cost of Service and Rate Study, Board of Public Utilities, McPherson, KS

Mr. Kelly was the project manager for a detailed electric rate analysis and cost of service analysis and model for the Board of Public Utilities of McPherson, KS. In completing the study, prepared forecasts of revenues and revenue requirements, completed cost allocations and developed revised rates including modification to rate structures by customer class. Assisted with the preparation of the project report and presentation of results and recommendations.

Electric Rate Analysis and Cost of Service Study, Owensboro Municipal Utilities

Owensboro, KY

Mr. Kelly was the project manager for a detailed electric rate analysis and cost of service study for Owensboro Municipal Utilities (OMU). The study was required due to address cost increases and the inability to fully meet revenue requirements. In completing the study, rate schedules were revised to incorporate critical requirements related to customer service conditions.

Electric Rate Analysis and Cost of Service Study, City of Dover, DE
Dover, DE

Mr. Kelly was the project manager responsible for preparing an electric rate analysis and cost of service study for the City of Dover, DE. The rate analysis and cost of service analysis incorporated changes in Dover's new wholesale power supply contract with Pace Global Energy Services. Mr. Kelly also provided rate design services to Dover on three previous studies over the past 10 years.

Adam S. Young, PE

Senior Project Analyst



Expertise

- Financial Modeling
- Cost-of-Service
- Utility Rate Design
- TOU Rate Design
- Renewable Energy
- Distributed Generation
- Demand Side Management
- Smart Grid Planning

Education

- B.S. in Mechanical Engineering, University of Missouri, Columbia, 2003
- MBA, University of Missouri, Kansas City, 2007

Organizations

- Smart Grid Interoperability Panel
- American Public Power Association

Registration

- Professional Engineer, Missouri

Total Years of Experience

9

Years With Burns & McDonnell

9

Start Date

2002

Mr. Young is a project manager and senior project analyst in Burns & McDonnell's Business & Technology Services division where he specializes in engineering and financial analysis in the energy industry. During his career at Burns & McDonnell, he has gained a broad base of experience in the energy industry including system planning, financial analysis, economic modeling, cost of service analysis, utility rate design. Mr. Young is currently working with several electric utilities on developing rate structures for implementation with their Smart Grid Programs.

Electric Rate Analysis and Cost of Service Study, Lakeland Electric *Lakeland, FL*

Mr. Young served as the assistant project manager in preparing an electric rate analysis and cost of service study for Lakeland Electric. The cost of service analysis was required due to Florida Public Utilities Commission regulations and served as the basis for the setting of new electric rates. This study also developed time of use (TOU) electric rate structures that will support the implementation of Lakeland Electric's Smart Grid project.

Electric Cost-of-Service and Rate Design Study, Naperville **Department of Public Utilities** *Naperville, IL*

Mr. Young served as the project manager on the comprehensive electric cost-of-service and rate design study for Naperville. The study includes development of time-of-use rates for various customer classes served by Naperville. New rate classes were included in the cost-of-service allocations, and corresponding rate schedules were developed for each resulting class of customers.

Electric Rate Analysis and Cost of Service Study, City of Jackson *Jackson, MO*

Mr. Young served as the project manager on a comprehensive electric rate analysis and cost of service analysis for the City of Jackson, MO. The cost of service analysis was needed to better allocate the cost of power supply to the City's various customer classes. The City currently purchases from MOPEP.

Electric Rate Analysis and Cost of Service Study, Owensboro **Municipal Utilities** *Owensboro, KY*

Mr. Young served as the lead analyst in preparing a detailed electric rate analysis and cost of service study for Owensboro Municipal Utilities (OMU). The study was required due to OMU's new power supply agreement with its coal plant.

Electric Rate Analysis and Cost of Service Study, City of Dover, DE *Dover, DE*

Mr. Young served as the lead analyst in preparing an electric rate analysis and cost of service study for the City of Dover, DE. The rate analysis and cost of service analysis incorporated changes in Dover's new wholesale power supply contract with Pace Global Energy Services. Mr. Young also provided rate design services to Dover in 2007 to 2008.

Gerron Blackwell

Project Analyst



Expertise

- Economic Analysis
- Financial Forecasting
- Valuation Analysis
- Utility Rate Analysis
- Cost-of-Service Analysis

Education

- MBA in Finance, University of Missouri-Kansas City, 2007
- B.S. in CADD Technology, Central Missouri State University, 2003

Total Years of Experience

8

Years With Burns & McDonnell

8

Start Date

2004

Mr. Blackwell is an economic analyst in the Business & Technology Services group at Burns & McDonnell. Mr. Blackwell specializes in financial modeling, financial analysis, forecasting, and valuation assessment. Specific experience includes the projections of revenues and expenses, normalization of test period data, analyses of customer class load characteristics, development of customer class cost allocation factors, design of cost-of-service rates, and calculations of revenue under proposed rates. Analyses performed include development of revenue requirements forecasts, cost-of-service analysis, consolidation of customer classes, and various modifications to the rate design structure. Mr. Blackwell has assisted in efforts on behalf of our clients to determine property useful life and valuation. A summary of Mr. Blackwell's engagements is presented below.

Electric Rate Analysis and Cost of Service Study, Lakeland Electric *Lakeland, FL*

Serving as an analyst in preparing an electric rate analysis and cost of service study for Lakeland Electric. The cost of service analysis was required due to Florida Public Utilities Commission regulations and served as the basis for the setting of new electric rates. This study also developed time of use (TOU) electric rate structures that will support the implementation of Lakeland Electric's Smart Grid project.

Electric Cost-of-Service and Rate Design Study, Naperville Department of Public Utilities *Naperville, Illinois*

Served as an analyst on the comprehensive electric cost-of-service and rate design study for Naperville. The study includes development of time-of-use rates for various customer classes served by Naperville. New rate classes were included in the cost-of-service allocations, and corresponding rate schedules were developed for each resulting class of customers.

Electric Cost of Service and Rate Study, Board of Public Utilities, *McPherson, KS*

Prepared a detailed electric rate analysis and cost of service analysis and model for the Board of Public Utilities of McPherson, KS. In completing the study, prepared forecasts of revenues and revenue requirements, completed cost allocations and developed revised rates including modification to rate structures by customer class. Assisted with the preparation of the project report and presentation of results and recommendations.

Electric Rate Analysis and Cost of Service Study, Heartland Consumers Power District *Madison, SD*

Prepared a detailed electric rate analysis and cost of service analysis for Heartland Consumers Power District. For the study, updated unbundled rates were developed for transmission, demand, and energy charges. The report included a ten-year financial forecast to illustrate the effects of the rate adjustments.

Ron Y. Beltran

Local Liaison



Expertise

- Project Management
- Project Engineering
- Substation Automation and Protective Relaying
- Industrial Power Systems
- Electrical System Construction and Commissioning

Education

- MBA, University of California, Irvine, 1996
- B.S. in Electrical Engineering, Stanford University, 1989

Organizations

- Senior Member, IEEE PES and IAS
- National Society of Professional Engineers
- Society of Hispanic Professional Engineers

Registration

- Professional Engineer – California, Electrical /1996 No. E15332

Total Years of Experience

20

Years With Burns & McDonnell

2

Start Date

2009

Mr. Beltran has extensive experience in project management and in all facets of electrical engineering including substation automation and protective relaying in systems from distribution level up to 500 kV. Mr. Beltran has served as a Project Manager on Substation Construction projects with responsibility for design, major equipment specification, construction management, and commissioning. Mr. Beltran has managed a diverse collection of personnel in the execution of such projects to include designers, drafters, construction inspectors, engineers, electrical technicians, and outside consultants. As a direct employee of large organizations such as Mobil Oil and Pacific Gas and Electric, Mr. Beltran had to coordinate across these organizations with groups such as engineering, system protection, construction, construction test, and operations.

Tehachapi Renewable Transmission Project Segments 1,2,3, Southern California Edison

Los Angeles and Kern Counties, Calif.

Mr. Beltran is currently serving as Project Engineer for all work taking place at Vincent Substation in Palmdale, CA. The work at Vincent Substation totals nearly \$100 Million and Mr. Beltran's responsibility as Project Engineer includes the oversight and schedule management of all aspects of engineering design including civil/structural and indoor/outdoor electrical design. The project involves the construction and relocation of the substation control building; installation of temporary control facilities; significant additions/modifications to both the 220 kV and 500 kV bus; the installation of 2 X 200 MVAR 500 kV shunt capacitor banks; new 48 VDC and 250 VDC battery systems, new Digital Fault Recorder, Phasor Measurement Unit (PMU), and RTU; modification of existing RAS schemes; and associated new 220 kV and 500 kV protective relaying schemes. The final phase of the project is to include a 500 kV 600 MVAR Static VAR Compensator (SVC).

Hydro Generation Protective Relay Upgrade, Imperial Irrigation District

Imperial, Calif.

As an employee of ABB Inc., Mr. Beltran served as Project Engineer with tasks such as design review and approval; relay settings development, construction management/coordination; and final commissioning. The project involved replacing (23) existing electromechanical relaying systems for generators with microprocessor technology.

Relay Upgrade for Midway-Vincent 500 kV Transmission Line, Pacific Gas and Electric Company

Buttonwillow, Calif.

Mr. Beltran served as the Project Engineer on a job to replace existing electromechanical relays with a microprocessor based scheme. Mr. Beltran's duties included design approval, construction management, and field commissioning.

Applied Materials 115 kV Transmission Interconnection, Pacific Gas and Electric Company

Sunnyvale, Calif.

Mr. Beltran served as the Responsible Engineer on a project to provide a 115 kV loop connection to the Applied Materials facility. The project required significant coordination with Applied Materials and their engineering consultant. Mr. Beltran was responsible for indoor/outdoor substation design, major material specification, and coordination with PG&E groups such as system protection, construction, and construction test.

Ron Y. Beltran
(continued)



South San Jose Transmission Reinforcement Project, Pacific Gas and Electric Company

San Jose, Calif.

Mr. Beltran was the Responsible Engineer on a project to install line reactors and associated protection on a 230 kV line position. Mr. Beltran was responsible for indoor/outdoor substation design, major material specification, and coordination with PG&E groups such as system protection, construction, and construction test.

Herndon Substation Capacity Increase, Pacific Gas and Electric Company

Fresno, Calif., 1997-1998

Mr. Beltran was the Responsible Engineer on a project to install a new 420 MVA 230/115 kV 3-Phase Transformer bank at Herndon Substation. The project also involved a complete upgrade of 230/115 kV protection and automation systems along with significant outdoor bus modification and circuit breaker additions. Mr. Beltran was responsible for indoor/outdoor substation design, major material specification, and coordination with PG&E groups such as system protection, construction, and construction test.