



West Peak Energy, LLC



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Proposal To:

Virgin Islands Water & Power Authority

Project : PR-08-22-

Phase V- Third Party Project

Project Management Services

Randolph Harley Power Plant





West Peak Energy, LLC

November 9, 2021

Via - Email: contractservices@viwapa.vi Virgin

Ms. Nicole Aubain
Contract Administration Manager
Virgin Islands Water and Power Authority
9720 Estate Thomas Al Cohen Plaza
St. Thomas, VI 00802

**Re: PR-08-22 Randolph Harley Power Plant – St. Thomas
Phase V – Third-Party Project Management Services**

Ladies and Gentlemen:

West Peak Energy, LLC is happy to submit our proposal for the subject project in accordance with the specifications included in your Request for Proposals dated October 13, 2021. Based on our previous services provided for the initial reciprocating internal combustion engine (“RICE”) installation at the Randolph Harley Plant, we are in an excellent position to support your needs for this project and we firmly believe we are the best firm to provide the required services considering the following:

- The majority of our Project Team that provided similar services to VIWAPA in 2018-2019 for the previous RICE Project Management services are included in our Project Team, including Ivan Clark, David Hazzard, Dale McDonald, Phillip Goss and Paul Trygstad.
- We have added a Project Administrative Assistant to the Project Team, Shauneille Bowers, who resides in St. Thomas.
- We have a unique understanding of the required services given our familiarity with the site, technology, design and construction, all of which will enhance our ability to mobilize and initiate the required services within days of receiving a notice to proceed from VIWAPA.
- Our understanding of the project and the required services will allow us to collaborate with VIWAPA to define the initial Project Team manpower requirements and timing for adding needed personnel, which will produce cost savings to VIWAPA.



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Thank you in advance for your courtesy and consideration. We look forward to this opportunity to again provide services to VIWAPA.

Best regards,

A handwritten signature in black ink that reads "Paul H. Trygstad".

Paul Trygstad, President
West Peak Energy, LLC
155 E. Boardwalk Drive, Suite 400
Direct: 970-232-3080 Cell: 303-324-4552
paul@westpeakenergy.net

Attachments:



Qualifications

West Peak Energy, LLC (“WEST PEAK”) is pleased to submit a proposal to the Virgin Islands Water and Power Authority (“VIWAPA”) for the PR-08-22 Randolph Harley Power Plant – St. Thomas Phase V – Third-Party Project Management Services

West Peak Energy, LLC (“WEST PEAK”) has extensive experience in the power industry ranging from 20 – 40 years, which includes the recent construction project management work for VIWAPA in 2018 and 2019. Also, our lead consultants have other experience working for VIWAPA on the USVI, including Ivan Clark’s consulting engineering work for VIWAPA for over 40 years, and Paul Trygstad’s work for the Alpine Waste-To Energy power project completing the key engineering, construction and contractually components over a three year period. All the WEST PEAK lead engineering consultants have worked for both electric utilities, design engineering firms, consulting firms and offer backgrounds that are ideal for this work. Our past experience with VIWAPA along with our current and prior success demonstrates that WEST PEAK is capable and qualified to deliver excellent results to VIWAPA.

WEST PEAK was formed in August, 2014 as a Colorado Company to serve energy related markets within the electric power industry, oil & gas industry and mining industry. Our projects have included public power, private equity, Owners self-build, participatory arrangements or hybrids. WEST PEAK and its staff have provided consulting services to power plant projects in Virgin Islands, Puerto Rico, Florida, Virginia, New Jersey, New York, Massachusetts, Connecticut, Ohio, Pennsylvania, Indiana, Illinois, Minnesota, Wisconsin South Dakota, Nebraska, Montana, Colorado, Texas, New Mexico, Arizona, Utah, California and Alaska. Our projects have included both conventional and renewable energy projects ranging from large coal fired plants to small roof top PV projects. These projects have included construction project management, technical advisory services, development assistance, independent engineering services. Cutting edge technology work has included a recent review and design of hydrogen/natural gas fuel mixing for a new 1100 MW combined cycle project.

We support projects with a variety of consulting services including project cost estimates, site layouts, environmental & regulatory consulting, financing (financial model review and advice) design review, construction oversight and Owner’s engineering. Many of these efforts require a trusted and experienced Project manager that has been successful with power plant projects completed on time and under budget. Our services include the following:

- **Construction Management, Project Management & Oversight**
- **Project Development Consulting**
- **Executive Consulting Services**
- **Independent Engineering**
- **Staffing and Resource Management**
- **Owner’s Engineering**



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- Technical Advisory Services
- Oil & Gas, Mining Power Supply
- Power Plant Engineering
- Power Plant Operations & Maintenance
- Natural Gas Supply

Recent Projects Experience

Virgin Islands Water and Power Authority - 21 MW Reciprocating Internal Combustion Engine (RICE) Project Construction – St. Thomas, USVI. – WEST PEAK provided construction project management services to the Virgin Islands Water and Power Authority (“VIWAPA”) associated with the installation of three LPG-fired 7.1 MW RICE engines, Wartsila Model 20V34LPG, constructed and commissioned in 2018 and 2019 at VIWAPA’s existing Randolph Harley Generating Station on St. Thomas. Services included review of EPC contract and specifications; on-site project management services during construction, on-site QA/QC monitoring, Safety review, change order review and evaluation; weekly and monthly progress reporting; technical review of LPG fuel supply interconnections; preparation of wastewater and stormwater discharge permitting documents; and on-site commissioning oversight/monitoring.

Arizona Public Service – Four Corners SCR Project Construction Oversight- WEST PEAK provided Construction Oversight Management to Arizona Public Service (“APS”) in Farmington, NM for the Four Corners Power Plant SCR Project, which is a \$0.6 billion project for modifications of two 800 MW coal units. This project began in 2016 and completed in 2018 and reflects excellent performance by on-site WEST PEAK staff, which included 10 personnel in the technical disciplines of construction management, plant electrical, mechanical, electric controls and project administration. Staff responsibilities included monitor project progress and schedule, review project performance relative to scope of work, review design and submittals, coordinate construction activities between project and on-going plant operations and maintenance, monitor construction, review interfaces of project with existing plant systems, review commissioning plans and schedule, review existing plant outage schedule and coordination with project commissioning.

Missouri River Energy Services. Feasibility Analysis for RICE Engine Development at Two Sites in Minnesota.

WEST PEAK prepared feasibility analyses for the procurement and installation of RICE generating units at two different sites in Minnesota (Marshall Site and the Wilmar Site). The Marshall site was proposed to be a five-unit gas-fired facility at a greenfield site with a total capacity of <49 MW. The Wilmar site was proposed to be a three- unit dual fuel facility at the City of Wilmar’s existing power plant with a total capacity of up to 26.6 MW. Feasibility analysis included site evaluation, conceptual layout of facilities, solicitation of cost and performance quotations from RICE engine suppliers, preparation of capital cost estimates and project development schedules, definition of permits required for each site facility, and evaluation of air emissions from each project and associated air permitting constraints.

TPDES Permitting Assistance and Emergency Safety Plan Development for VITOL LPG Facilities at VIWAPA’s Estate Richmond Power Plant and Randolph Harley Power - Permitting support services for TPDES permit applications, revised stormwater pollution prevention plans, revised Facility Response plans and revised oil spill prevention plans



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for VIWAPA's Estate Richmond and Randolph Generating Stations associated with the installation of the new LPG fuel storage facilities at each plant site. This included coordination with VITOL and VIWAPA concerning project layout, stormwater drainage process wastewater discharge and integration of the new facility information into VIWAPA operating pollution control plans for the sites. In addition, assistance was provided in develop emergency safety plans that integrated the LPG facilities into existing VIWAPA safety plans. owner's engineering team supporting the AMP's early planning and specification

APS Four Corners Outage Management Technical Advisory Services - WEST PEAK provided technical advisory services to APS operating staff at the Four Corners Generating Station in support of major outage planning and execution for the two existing 800 MW units at the plant site during the period 2017 and 2018. The outages included integration of new SCR emission controls for each unit as well as completion of more than \$400 million of capital projects. WEST PEAK responsibilities included technical review of outage plans, review of outage schedule and coordination, coordination of outage plans with commission plans for the new SCR project, review of generation unit start-up procedures, technical assistance in developing detail outage schedules in PRIMAVERA to support outage planning and monitoring.

Southwest Generation LLC. St. Bernard 150 MW Reciprocating Internal Combustion Engine (RICE) Project Development – Harding, MT (Ivan Clark). - Technical analysis in support of Southwest Generation (SWG) and NS2 Energy (joint venture) early planning for development of an 8- unit dual fuel 150 MW RICE power plant at a new site near Harding, MT. The technical analysis supported SWG's development of a proposal to a local utility. Technical analysis included preparation and coordination with Wartsila (RICE engine supplier) in securing engine performance data, capital costs and delivery schedule for supply of eight 18V50DF units.

Owner's Engineering Support for Two PV/BESS Projects in Puerto Rico Confidential Client

Conducted a review of EPC contract proposals for the planned construction of two 5 MW_{AC} PV projects with BESS in Puerto Rico. Review included:

- Layout development considerations
- Review of EPC bids, contractor experience and qualifications
- Energy production estimates to feed into EPC bids

Follow-up work is on going for the independent review of these two projects which includes review of design, BESS technology, site review, interconnection, EPC contract, construction and commissioning, operations and maintenance, permitting, environmental and regulatory compliance , power purchase agreement, and production modeling.

Feasibility Study for Hurricane Damaged PV Project on St Thomas Virgin Islands Water and Power Authority

Prepared a feasibility study for rebuild of the 5 MW_{DC} Estate Donoe PV project in the Virgin Islands that was heavily damaged by Hurricane Irma. Study included:

- Site visit and evaluation of new layouts



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- Definition of reconstruction and new equipment requirements
- Evaluation of production of new constructed project with new equipment and addition of BESS
- EPC pricing was solicited and obtained for the new design, procurement and construction
- Evaluated project performance for increased output given improved PV modules
- Client used information to negotiate new PPA rate with developer for rebuilt project

Independent Engineer Review of a Portfolio of PV + BESS Projects

Confidential Client

West Peak Energy was retained to conduct a technical due diligence review for a portfolio of 36 PV and BESS projects including roof-top, carport and ground-mount tracker PV projects in the Midwest, Northeast and California with total capacity of approximately 69 MW_{DC}. Projects ranged in size from under one MW_{DC} to over 12 MW_{DC}, and BESS up to 1.2MW/3 MWH. Services included review of

- Major Participant Qualifications
- Site Review
- Equipment and technology
- Engineering and design
- Interconnection
- Construction and commissioning
- Operations and Maintenance
- Permitting, environmental and regulatory compliance
- Power purchase agreement requirements
- Production modeling
- Technical inputs to the financial model

Big Horn Wind and Internal Combustion Engine (RICE) Project Development – NS2 Energy, Billings, MT. (Ivan Clark and Paul Trygstad) Technical review and analysis of NS2 Energy's planned development of a combined wind and RICE project in central Montana with capacity of 40 to 100 MW of wind generation and 40 to 100 MW of gas fired RICE units. Services included technical review of project plans, contracting plans construction cost estimates and Project proforma. Technical assistance was provided in fine tuning the Project plans and inputs to the Project proforma for both wind generation and RICE unit generation in support of securing equity funding for the Project.

RICE Peaking Generation Owner's Engineering – American Municipal Power (AMP) (Ivan Clark). Owner's engineering services supporting AMP's early planning and specification for the installation of approximately 280 MW of RICE gas fired peaking generation (approximately 30 units) with the generation installed at three separate sites. Services included site evaluations and layout, coordination with client concerning air permitting limitations and noise emissions, preparation of specification for procuring an engineering, procurement and construction (EPC contract) and bid evaluation support.

Northstar Wartsila Peaking Study - WEST PEAK completed a study in 2016 for 80 MW of new electric generation for six municipal power organizations to estimate the cost of construction and capacity for generation in the MISCO



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region (Minnesota, Wisconsin, Michigan). This study included construction and operations price and schedule associated with 9 MW Wartsila Generators in various configurations at each city.

United States Virgin Islands Waste-to-Energy Project, 2009 – 2011 (Paul Trygstad) - Responsible for all engineering and construction efforts associated with the planned 25 MW power plant on St. Croix USVI including fuel pellet plants on St. Thomas and St. Croix for Alpine Energy for over three years. The proposed waste-to-energy project included notable technology and the EPC agreement was complete ready for construction. This project was cancelled after the Hovensa refinery operation was changed and other project drivers occurred. Responsible for leading key design changes for zero liquid discharge systems, improved environmentally friendly cooling systems

Black Hills Oxy-Fuel Power Plant Project (Paul Trygstad) Department of Energy (DOE) Oxy-Fuel Power Plant Project that was a 150 MW fully CO₂ sequestered “near zero emissions” Coal-Fired Power Plant Project in Gillette, WY. This Project was proposed by Babcock & Wilcox, Battelle, and Air Liquide Companies. Role included named Project Manager for the proposed project and complete coordination of the DOE application for funding grants under FutureGen and Clean Coal Power Initiative 3 (CCPI3). This project did not get final funding.

One Vision Park 2005 (Paul Trygstad & Ivan Clark) – Renewable Energy Park, Proposed Biomass, Natural Gas Peaking, and Naval Deep Water Shipping Port in Solano County, CA. This project included a technology assessment and development package for the Owner of a 3000 acre parcel of property in the San Francisco Bay area. This project has changed ownership and has not expanded beyond the wind generation

Black Hills Pueblo Colorado Airport Project (Paul Trygstad & Ivan Clark) – This completed project includes 500 MW of natural Gas Peaking and combined cycle capability using GE LM-6000 CC and GE LMS-100 combustion turbine technology. The project site selected was the Pueblo Airport Site. Two other sites include complete transmission interconnections, property agreements, water agreement and air permits. Responsible for the development team leadership many of which came from my previous contacts and experience. The siting process also included design engineering, and all aspects of project development.

Valencia Power Project (Paul Trygstad) – 150 MW GE 7FA simple cycle power project in Belen, NM for the Public Service of New Mexico under a PPA. Assisted with the PPA development and direct responsibility included complete oversight of project as approved by Owner. Substantial design engineering involvement with inlet chiller system and overall project design. Construction completed under ahead of schedule in 11 months and under budget. The project was “TIC Project of the Year” and sold to an investor after commercial operation. This project was very successful, under budget and on-schedule.

Exira Projects MRES (Paul Trygstad & Ivan Clark) – Two GE LM-6000 gas turbines and the third was added as a second construction project in 2005. All of these were grey market “new” gas turbines offering client considerable savings. Projects included three GE simple cycle LM-6000 combustion turbines constructed in two different phases. Initial role was the siting study and coordination of initial project design and equipment selection. Completed several other MRES consulting engineering studies leading up to the Exira Project. Continued role as Consulting Project Manager coordinating efforts from R.W. Beck Inc. during engineering and construction phase in Denver CO while supporting Owner.



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Project Team Organization

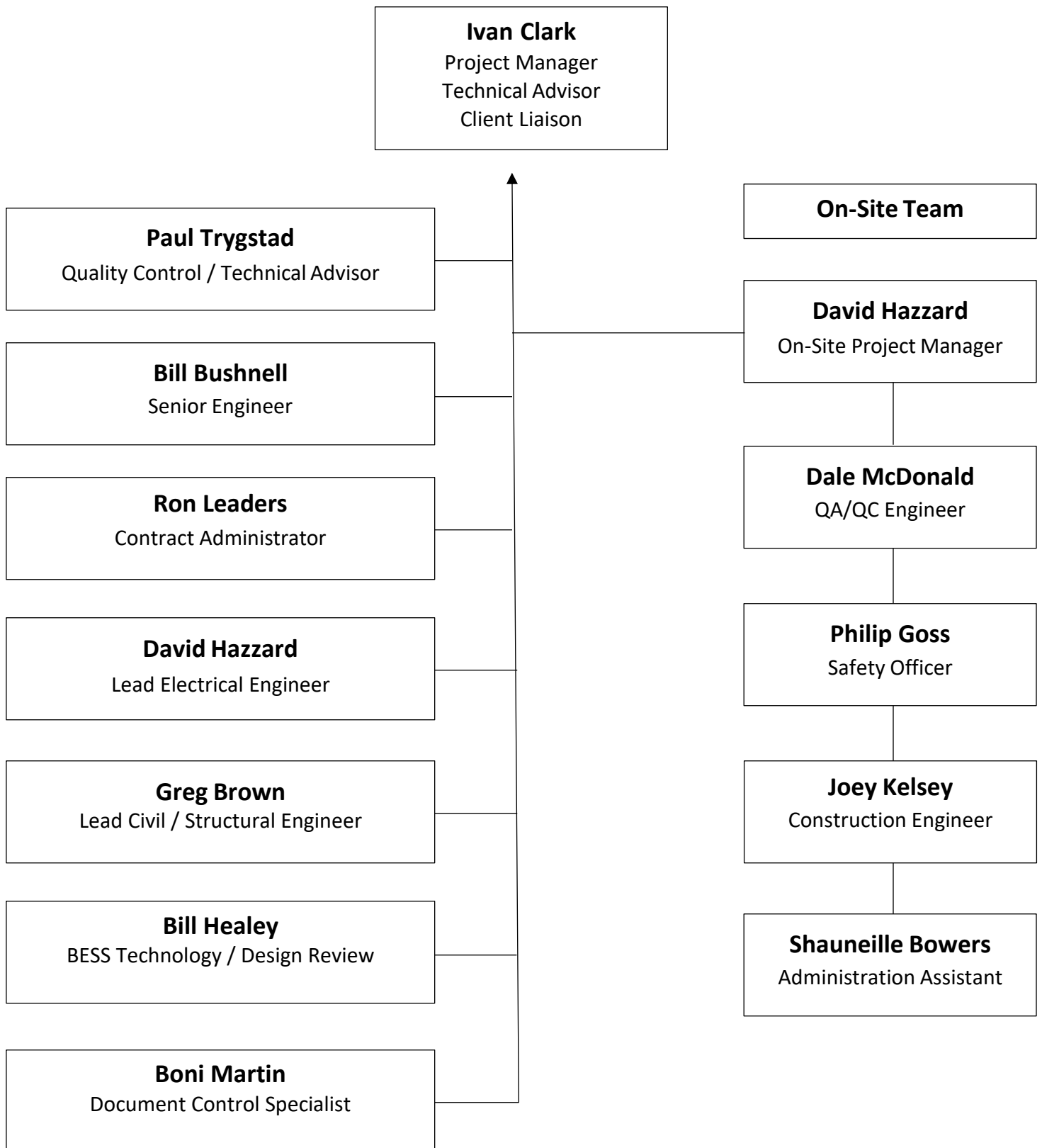
In response to the subject RFP and VIWAPA's needs to support the Project's construction project management, WEST PEAK has assembled a team of engineers and consultants that understand the RICE engine and BESS technologies that are being installed and the necessary construction oversight reviews that are necessary during the Project construction. The expertise and experience of our team members provides the depth and knowledge needed to work collaboratively with VIWAPA staff to assure that the Project is constructed consistent with the EPC contract and specifications.

Our highly experienced Project team is immediately available and understands the needs of VIWAPA and the Project based on our team members' recent experience. Project Team highlights include:

- The majority of our Project Team that provided similar services to VIWAPA in 2018-2019 for the previous RICE Project Management services including Ivan Clark, David Hazzard, Dale McDonald, Phillip Goss and Paul Trygstad, will be assigned to this project.
- We have included a Project Administrative Assistant to the Project Team, Shauneille Bowers, who resides in St. Thomas.
- We have a unique understanding of the required services given our familiarity with the site, technology, design, EPC/construction requirements, all of which will enhance our ability to mobilize and initiate the required services within days of receiving a notice to proceed from VIWAPA.
- We have included a BESS subject matter expert, Bill Healey, to address BESS technology and design issues.
- We have included a contract administration specialist, Ron Leaders from Contract Solutions Group ("CSG") to address any contractual issues that may arise during the Project. CSG is a women-owned firm and WEST PEAK actively works with CSG on other projects.
- Our understanding of the Project and the required services will allow us to collaborate with VIWAPA to define the initial Project Team manpower requirements and timing for adding needed personnel, which will produce cost savings to VIWAPA.



Project Team Organization





SCOPE OF WORK

Introduction and Approach

The Virgin Islands Water and Power Authority (VIWAPA) is planning to diversify its generation capacity on St. Thomas by installing and commissioning thirty-six (36) Megawatts (MW) of new dual-fueled (liquid propane and diesel fuel) reciprocating internal combustion engines ("RICE") and 9 MWs / 18MWhs of battery energy storage system (BESS) capacity ("the Project").

Generating facilities on St. Thomas are located at the Randolph E. Harley Power Plant in Krum Bay, which is on the southwestern end of the island. This site serves all electric generating needs for St. Thomas, St. John, Hassel, and Water Island.

After the hurricanes of 2017 that destroyed the electrical infrastructure, VIWAPA expedited its plan to diversify generation, which included installation of three RICE engines at the Randolph Harley site in 2018. The subject Project is a next step in VIWAPA plans to diversify the Authority's generation capacity. During 2021 VIWAPA executed an Engineering, Procurement and Construction (EPC) contract with Wartsila for the Project.

VIWAPA intends to retain the services of a qualified and licensed professional engineering/project management firm ("the Firm") to provide project management services for the installation of the new RICE units and the BESS. The Scope of Work includes the services of an on-site- full-time project manager and supporting team to assist with the following activities: development of a Project Management Plan, construction oversight, scheduling, daily/weekly/monthly reports, development and tracking of KPI's, fiscal administration, and assist with engineering / design review of project submittals.

Additionally, a safety officer and a Quality Assurance / Quality Control (QA/QC) engineer will be supplied on a part time basis to conduct job audits for safety, quality assurance and quality control measures as required and coordinated by the on-site project manager to ensure full compliance with all codes and regulations.

Lastly, engineering reviews of design and field engineering for the RICE facilities and the BESS will be supplied/supported by the Firm, including design reviews in the disciplines of civil engineering, structural engineering, mechanical engineering, electrical engineering, and instrumentation, in accordance with VIWAPA requests. The project management firm will be responsible for ensuring the EPC contractor complies with all specifications/codes and all approved design drawings in accordance with the Project schedule and budget.

Both the EPC Project and the project management services provided by the Firm will be Federally Funded by the U.S. Department of Housing and Urban Development (HUD) through a grant administered by the Virgin Islands Housing Finance Authority (VIHFA). The selected Firm shall be responsible for ensuring



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compliance with all applicable Federal and local law, rules, and regulations or other related requirements and must comply with such laws and regulations themselves.

WEST PEAK has organized an exception team to support VIWAPA for the required services capitalizing on:

- Our recent construction project management services for the first three RICE units, which included very similar manpower and associated tasks. We have a majority of the same team organized to support the Project and are prepared to mobilize as soon as we finalize a contract and received NTP.
- We have intimate understanding and knowledge of the Randolph Harley plant site based on our team's previous work and on past work by Ivan Clark for VIWAPA.
- Exceptional project management experience for similar power generation development projects constructed on existing operating facility plant sites, recognizing the needs for a safe and reliable construction program for the Project
- Significant experience in reviewing plans and designs for RICE units, gas turbines and various balance of plant systems required for the RICE units
- Experience in reviewing design and construction plans for BESS systems and the associated battery technology, electrical interconnections and electrical controls.

The Project will consist of the turnkey installation of four new RICE units utilizing liquid LPG as its main fuel source, with the balance of plant and auxiliary components installed within the existing Randolph Harley Power Plant site, which requires civil, mechanical, quality control, interconnecting piping, valves, instrumentation, controls and electrical service for proper integration into the overall operation of the Randolph Harley Power Plant.

VIWAPA's objective for the subject proposal is to secure a project management Firm that will be their in-house Owner's advisor in coordinating and directing the on-site oversight of the Project construction, while assuring that the Project incorporates all tasks relating to team coordination, implementation of quality control measures, project reporting and documentation, and performance documentation.

The project management team will be responsible for ensuring the EPC construction contractor complies with all specifications/codes and all approved design drawings, which will be initially reviewed by WEST PEAK. Project schedule and budget compliance will also be review as the Project proceeds to assure the Project is completed on time and within budget.

West Peak will assist VIWAPA with: (a) Develop a quality control and compliance program; (b) direct and coordinate construction contractor; (c) administer project cost and schedule controls; (d) manage technical activities; (e) provide coordination and communication with the contractor and VIWAPA, (f) maintain an administrative record of (agendas and minutes of meetings, correspondence, e-mail messages, (g) submit regularly scheduled progress reports; and (h) maintain awareness of other related work activities on the Project site.



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Successful completion of Project shall be deemed when the RICE and balance of plant equipment are in commercial operation and have successfully passed its performance and reliability test and all a- built drawings are submitted and punch list items are completed.

Scope of Work

The Project scope of work will include the following elements and tasks:

Task 1. Initial Project Kickoff Meeting and Project Definition Report

WEST PEAK will attend an initial project kickoff meeting with the VIWAPA upon receipt of an NTP. The meeting will include a Project status review and confirm the scope of work and details on the Project. It is expected that existing documentation (RFP's, contract information, specifications will be secured for review). The schedule for the Project will be reviewed and discussed. Communication protocols will be established with VIWAPA and the supplier and contractors. Key issues will be noted and for follow-up as appropriate. Based on the documents received and the meeting discussions, WEST PEAK will prepare a Project Definition Report, including project objective, contracting strategy, schedule, duration, budget, construction status/plan.

WEST PEAK has included a subconsultant, Contract Solutions Group ("CSG") in our project team to support any required contract administration issues (i.e., regulatory issues, subcontracts, claims, warranties, etc.). CSG is a specialist in this area and we have actively worked with them on other projects. CSG is a women-owned firm and offers specific training to organizations, such as VIWAPA with respect to Contract Administration. In Attachment A to this proposal, we have included a brief summary of CSG's training

Task 2. Project Management Plan

Based on the information received and discussions during the initial kickoff meeting, WEST PEAK will prepare a Project Management Plan, which is expected to include:

- Project description
- High level description of the specifications
- Project Schedule (expected to be a Microsoft Project schedule based on the EPC contractor's schedule with the VIWAPA's schedule inputs)
- Define Project costs review procedures and required coordination with the VIWAPA and EPC contractor
- Design review plan and schedule
- On-site Project Management logistics and timing
- Outline for QA/QC procedures and compliance review plan
- Outline for Safety procedures and compliance review plan
- Definition of review meetings and documentation procedures
- Outline document control procedures and responsibilities
- Outline periodic reporting procedures and content



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Task 3. On-Site Meetings

WEST PEAK will attend various on-site meetings, including:

- Daily status meetings with the construction contractor, the Authority's representative(s) and others involved in the project
- Construction contractor's safety tail gate meetings which shall be held at least three (3) times a week or as often as necessary.
- Meetings with Authority's representatives at a minimum of once per week or more as may become necessary.
- Monthly contractor meetings

Task 4. Reports

WEST PEAK will prepare reports and document Project activities as follows:

- Compile reports for all meetings attended and submit reports to the Authority's representative
- Compile and document daily written status reports on the Project activities. Report any significant issues to the Authority.
- Compile and document weekly written status reports on Project activities, including on daily reports, issues encountered, anticipated problems and any resolutions and transmit to the Authority.
- Compile and document monthly Project status, achievements, expected work for the upcoming month (including updated status of the Microsoft Project schedule and critical path update), issues encountered and resolutions instituted, anticipated problems and proposed resolution, change orders requested, change order approved and status of project budget and schedule.
- Prepare technical memorandums, drafts and final documents
- Prepare punch list or action list
- Submit a final project report 20 days after final acceptance of the RICE by the Authority. This final report shall include lessons learned and the causes of variances in the project, project scheduling and budgeting; the reasoning behind any corrective action, as well as any other lessons learned shall be clearly documented in the final project report. These lessons learned will become part of the historical database for this project and other capital improvement projects.

Task 5. Project Management Tools

WEST PEAK will prepare updates to the elements of the Project Management Plan (Task 2), including:

- Prepare, in coordination with construction contractor, a Gantt and Pert Chart in Microsoft Project and update on a monthly basis.
- Document QA/QC compliance activities and record results as supplied by contractor or outside testing firms (see Task 7)
- Document Safety compliance activities and record results as supplied by contractor and as observed (see Task 8)



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Task 6. Document Review and Familiarization

As part of the review work conducted in Task 2, WEST PEAK will review the background contracting documents for the equipment and construction for the Project, including:

- Project's Request for Proposal
- The Authority's Professional General Contract Terms
- Construction Contractor's contract
- Drawings
- Specifications
- Project correspondence
- Addendums
- Appendices

Task 7. Quality Assurance/Quality Control (QA/QC)

WEST PEAK will review QA/QC procedures, monitoring activities and documentation, including:

- Coordinate project to achieve quality-assured deliverables
- Coordinate and review all project work with the Authority's representative to assure the quality of all products delivered and workmanship performed by the construction contractor to the Authority
- Ensure compliance with specifications, drawings, and the request for proposal, contract and other relevant documents
- Maintaining certificates, equipment calibrations, inspection requests, test results, issuing/closing non-compliance reports and other QA/QC documents.
- Witness and document NDT testing on installed systems and process piping including visual and UT inspection of process welds (test percentages to be determined by the Authority)
- Evaluate Change Orders and make recommendation for approval to the Authority's representative

Task 8. Safety Officer

WEST PEAK will review safety procedures, monitoring activities and documentation, including:

- Review safety plans, Permits, and ensure OSHA and the Authority's procedures are followed
- Coordinate and review all Project work with the Authority's representative to assure that construction and workmanship are in compliance with safety procedures and permits
- Conduct audits of contractor's documentation

Task 9. Design Review

WEST PEAK will review the Project design and compliance with codes and standard, as well as consistency with the Project contract documents, including:

- Provide design review as specified in the Project Management Plan as agreed upon by the Authority



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- Provide Field Engineering support and verification of construction compliance with specifications
- Provide technical expertise as required to resolve conflicts and non-compliance issues



BUDGET AND PROPOSAL FORM

WEST PEAK proposes to provide consulting engineering services as defined in the Scope of Work section of this proposal in support of the planned installation of the four RICE units (36 MW total) and the associated BESS system (9 MW) at the Randolph Harley Power Plant Facility. The total estimated lump sum amount for the services is **\$4,113,544**, based on the unit quantities requested in the subject RFP and West Peak's pricing and assumptions defined below.

A. Proposal Form

Item No.	Estimated Quantity	Unit	Unit Cost	Description	Total Cost
1	400	Hours	\$250	Senior Project Manager	\$100,000
2	4000	Hours	\$230	On-Site Project Manager	\$920,000
3	300	Hours	\$190	Senior Engineer	\$57,000
4	4000	Hours	\$220	Project Construction Engineer	\$880,000
5	4000	Hours	\$220	QA/QC Engineer	\$880,000
6	4000	Hours	\$170	Safety Officer	\$680,000
7	2000	Hours	\$75	Document Control/Admin	\$150,000
8	800	Hours	\$220	Home Office Engineering Support	\$176,000
9	1	LS	\$36,368	Mobilization	\$36,368
10	1	LS	\$20,300	Demobilization	\$20,300
11	468	Days	\$457	Per Diem	\$213,876
Total Lump Sum Amount					\$4,113,544

Comments and Assumptions

The information and estimates presented above specifically align with the requested unit quantities (hours) and WEST PEAK's estimated costs per hour for each applicable line item, except for mobilization and demobilization which are lump sum estimates. WEST PEAK's unit cost estimates include hourly labor costs and expenses associated with the specific line item (i.e., lodging, transportation, meals, incidentals, travel expenses) in accordance with the



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RFP specifications. We have also included the estimated costs for per diem in line item #11. It is noted that inclusion of expenses in each line item duplicates the per diem costs for line items 1 through 8. We are prepared to discuss the applicable expenses with VIWAPA at the time of contracting.

With respect to the specified labor hour quantities for line items 1 through 8, we believe that the assumed labor hours are significantly higher than what may be required to complete the RICE and BESS installations at the Randolph Harley Power Plant, based on our previously project management work for the first three RICE units at the Plant. West Peak is prepared to collaborate with VIWAPA in defining the required on-site staffing and the duration of individuals assignments to maximize cost efficiencies.

The following are assumptions that we have made in preparing the above cost estimates

1. Project contract date is assumed to be begin on approximately January 3, 2022
2. On-site Project Management kickoff meeting assumed to occur approximately January 6-7, 2022 and preparation of a project management plan assumed to be completed during January 2022
3. Full time on-site presence at project site assumed to begin in January 2022
4. On-site project manager assumed to expend 4000 labor hours during an assumed 24- month construction period, assuming 8 hours per day 40 hours per week
5. Full-time Construction Engineer, Safety Officer, QA/QC engineer are assumed to expend 4000 labor hours at the project site during an assumed 24 month construction period
6. On-site Document Control/Administrative Assistant assumed to expend 2000 hours during initial 12 month construction schedule
7. Design review is assumed to occur during January and February, 2022 and includes one meeting for two personnel at the Project site
8. Home office support includes as allowance of 800 manhours to support on-site personnel and the project, including project administration, technical support, document control, monthly reporting and attending five monthly project meetings at the Project site
9. Unit costs include labor and expenses applicable to the specific line item. Expenses include lodging, transportation, meals, incidentals, communication (cell phone) and travel expenses (other than mobilization and demobilization)
10. Document Control/Administration line item includes initial coordination and training of project administration person along with expenses for an off-site office space and associated office supplies
11. Mobilization costs include labor and expenses associated with setting-up on-site project requirements, including, but not limited to, labor costs, lodging arrangements, transportation arrangements, office facilities/equipment, communication arrangements/connections. Such costs shall be itemized and invoiced to VIWAPA upon receipt of Notice to Proceed.
12. Demobilization costs include labor and expenses associated with closing out the project including, closing-out office space, employees labor and travel expense from site to home base, closing out of lodging arrangements and closing out of transportation. Such costs shall be itemized and invoiced to VIWAPA at the applicable time.



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Labor billing rates for project team members are listed below. For excess labor hours over and above the assumptions above, these billing rates shall be applicable. Also, if the construction period exceeds 12 months (Project Manager assumption) or 24 months as specified above, VIWAPA and WEST PEAK shall mutually agree on expense adjustments for such time extensions which will be reimbursed by VIWAPA.

Labor Billing Rates

<u>Team Member</u>	<u>Hourly Billing Rate</u>
Senior Project Manager	\$220
On-site Project Manager	\$190
Safety Officer	\$180
QA/QC Field Engineer	\$190
Home Officer Engineering	\$190
Administration Assistant	\$ 70

Invoice Payment Terms

For services provided West Peak will provide monthly invoices including all labor and expenses consistent with the applicable unit prices above. West Peak assumes that VIWAPA shall pay invoices within 30 days from receipt of each invoice, as stated in the RFP and Proposal Form at page 39. West Peak is a Small Business as defined under applicable Federal procurement requirements and could be entitled to preferential Accelerated Payment provisions under Federal regulations if applicable to this VIWAPA procurement. However, West Peak does not seek any special payment provisions as a small business as the net 30 day payment terms are acceptable.

To the extent that VIWAPA fails to pay outstanding invoices in accordance with these terms, West Peak reserves the right to suspend all or any portion of its work if late payment jeopardizes West Peak's ability to perform the work.



PROPOSAL FORM ATTACHMENT
OFFER

B. OFFER

- i. **Name of the Offeror:** West Peak Energy, LLC
- ii. **Date of Offer:** **November 9, 2021**
- iii. **The Virgin Islands Water and Power Authority**
- iv. Pursuant to and in compliance with the Request for Proposals and other Contract Documents relating to the following:
RHPP PHASE V THIRD-PARTY PROJECT MANAGEMENT SERVICES
- v. The undersigned, having carefully read, examined and having become familiar with the proposed project, Scope of Work, and local conditions affecting the performance and cost of the work at the proposed work-site; hereby, proposes and agrees to fully perform the work in accordance with the proposed contract documents. This includes furnishing all labor, materials, tools, supervision, equipment, and insurance necessary to complete said project in accordance with the contract documents.
- vi. The above-named Offeror affirms and declares that:
 - 1. The Offeror is of lawful age and that no other person, firm, or corporation has any interest in this Proposal or in the Contract proposed to be entered into.
 - 2. This Proposal is made without any understanding, agreement or connection with any other person, firm, or corporation making a Proposal for the same purposes, and is in all respects fair and without collusion or fraud.
 - 3. The Offeror is not in arrears to the Virgin Islands Water & Power Authority, upon debt or contract, and is not a defaulter, as surety or otherwise, upon any obligation to the Virgin Islands Water & Power Authority.



West Peak Energy, LLC

4. No officer, employee or person whose salary is payable in whole or in part from the Virgin Islands Water & Power Authority currently is, shall be, or will become interested, directly or indirectly, as a contracting party, partner, stockholder, surety or otherwise, in this Proposal, in the performance of the Contract, in the supplies, materials, equipment, work, or labor to which it relates, or in any portion of the profits thereof.
5. The Offeror has carefully examined the site of the work and, from their own investigations, has satisfied himself as to the nature and location of the work; the character, quality, and quantity of materials; the kind and extent of equipment and other facilities needed for the performance of the work; the general and local condition and all difficulties to be encountered; and all other items which may, in any way, affect the work or its performance.
6. All proposals shall remain firm for a period of ninety (90) days following the opening proposal date.
7. The undersigned, as Offeror, also declares that they have carefully examined and fully understands all the component parts of these Contract Documents and agrees that they will execute the Contract and furnish the required Bond(s) and will completely perform the work in strict accordance with the terms of the Contract and the Contract Documents therein referred to for the following fixed lump sum proposal price.

C. TOTAL PROPOSAL PRICE: (from Proposal Form)

\$ 4,113,544

Numbers

Four Million, one hundred thirteen thousand, five hundred forty-four dollars

Word



West Peak Energy, LLC

- i. The payment schedule for completed work shall be based on the itemized unit prices as listed on the Proposal Form and invoiced monthly. Payments will be made on a Net 30 schedule.

D. ADDENDA

- i. Addendum No. #1 - November 3, 2021 PKT
- ii. Addendum No. _____
- iii. Addendum No. _____
- iv. Addendum No. _____

1. *(Insert addendum (a) numbers and initial)*

2. *The Offeror certifies that the above addendum (a) has been received and that changes covered by the addendum (a) have been taken into account in the proposal.*

E. ACCEPTANCE

- i. This offer shall be open to acceptance for ninety (90) days from the date of bid opening.

F. CONTRACT DURATION

- i. If this Proposal is accepted, we will complete the Work in () calendar days from Notice to Proceed. **The Schedule shall be defined in collaboration with VIWAPA.**



West Peak Energy, LLC

G. PRINCIPALS INVOLVED

i. (If Offeror is a partnership, fill in the following blanks) Name of Partners
Partnership – West Peak Energy, LLC a limited liability company

ii. Partners Address (If Offeror is a corporation, fill in the following blanks)

West Peak Energy, LLC , 155 E. Boardwalk Drive, Suite 400, Ft. Collins, CO 80525

iii. Organized under the laws of the State of

Colorado

iv. Name and address of President

Paul Trygstad – 6761 Steven St, Windsor, Colorado 80550

v. Name and address of Vice President

Ivan L. Clark – 22458 Blue Jay Rd, Morrison, CO 80465

vi. Name and address of Secretary and Treasurer

Candy Trygstad – 6761 Steven St, Windsor, Colorado 80550

vii. Name and address of Treasurer



West Peak Energy, LLC

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H. OFFEROR'S QUESTIONNAIRE - Mandatory

- a. The undersigned guarantees the truth and accuracy of all statements and answers herein contained.
- b. Please use additional sheets to answer the following questions.
 - i. How many years has your organization been in business providing Project or Construction Management Services? **Seven Years**
 - ii. Have you ever failed to complete work in accordance with Contract Specifications or within the time limits of a Contract awarded to you? If so, where and why? **NO**
 - iii. Provide a list of at least three (3) Consulting contracts your company has performed similar in nature to this Scope of Work. Supply project names, locations, how it applied to this job, contracted amount, completed amount, and contact person on the owner side for verification for each of the three (3) submittals.
 - **VIWAPA - PR-01-18—Project Management of New Turnkey Installation for Randolph Harley Power Plant, St. Thomas, USVI – 21 MW RICE Addition**
 - **Contract Amount \$966,600**
 - **Completed Amount \$966,600**
 - **Contact Odari Thomas, Project Manager 340-690-4995**
 - **Arizona Public Service – Construction Management Services for \$6 Billion SCR project installation at the Four Corners Power Plant, including 10 on-site personnel conducting oversight of the construction.**
 - **Fruitland, New Mexico**
 - **Contract Amount \$5.0 million (included multiple scope additions)**
 - **Completed Amount \$5.0 million**
 - **Contact Dewayne Keegel, Project Manager 480-404-5107**
 - **Missouri River Energy Services - RICE Site Selection and Feasibility Analysis for installation of 49 MW of peaking capacity at a greenfield site**
 - **Marshall, Minnesota**
 - **Contract Amount \$74,000**
 - **Completed Amount \$74,000**

PR-08-22 RHPP PHASE V THIRD-PARTY PROJECT MANAGEMENT SERVICES

- **Contact Ray Wahle, Dir. of Power Production 605-376-6961**
- iv. Have you personally inspected the project location site where Project Management Services are planned? Describe any anticipated problems with the sites and your proposed solutions. **YES, very familiar with the site based on past work**
- v. Will you subcontract out any part of this contract? If yes, what parts and who will be the subcontractor(s). Do you plan to employ local personnel or companies? **Subcontract with Contract Solutions Group (CSG) for any required contract terms evaluations and any required training that may be of interest to VIWAPA. CSG is a women- owned consulting company. Also, WEST PEAK plans to hire one local St. Thomas employee, Shauneille Bower, as an Administrative Assistant.**
- vi. What equipment do you own that is available for the proposed work? **Computers and cell phones**

- vii. What equipment will you purchase for the proposed work? **Possibly a vehicle, office trailer and office equipment.**
- viii. What equipment will you rent for the proposed work? **Possibly a vehicle and office trailer.**
- ix. Have you included any exceptions with your proposal?
If yes, please elaborate. **NO**
- x. Have you included the professional resume of your intended Project Manager and other key staff with your proposal? **YES - See Attachment B to this proposal.**
- xi. Please add any relevant information you believe is important to this Proposal Questionnaire that has not been asked in a previous question? **See proposal information herein**
- xii. The business is a Sole Proprietorship, Partnership, or Corporation? (Circle one)
- xiii. The address of principle place of business is

155 E. Boardwalk Drive, Suite 400, Fort Collins, Colorado 50525

- xiv. The names of the corporate officers, or partners, or individuals doing business under a trade name are as follows: **Paul Trygstad, President, WEST PEAK ENERGY, LLC**
-

c. Offeror's Signature

Paul K. Trygstad



West Peak Energy, LLC

ATTACHMENT A

Contract Solutions Group, Inc.

Contract Administration Training

Optional Task – Contract Administration Training

CSG Inc. has been in the construction training business for more than 20 years and has trained thousands of firms and individuals to improve their contracting skills and knowledge. VIWAPA may wish to consider Contract Administration training and skill development program as part of the subject project management activities. We could include the following scope as part of the Project Definition and Project Management Plan in Tasks 1 and 2 in the proposal. The construction industry training offered by CSG includes the following, and reference is made to the applicable sections in the subject RFP:

- Library of 11 hours of self-study recorded webinars on various construction topics, including contract administration, avoiding common owner problems on projects, claim avoidance and resolution, claim cost and schedule evaluation and advanced dispute resolution techniques.
- Training can be provided to the project team and VIWAPA on improving project documentation to emphasize information needed to successfully avoid or resolve claims and to avoid creating damaging documents which can undermine claim defense.
- Advanced construction negotiation skills training to improve resolution of disputes and claims. Ron Leaders would be the faculty trainer and he has more than 10 years as primary national construction industry negotiation trainer for The Negotiation Institute of New York City, having instructed hundreds of construction professionals on strategies and skills to improve negotiation skills and results.
- Live webinar training with staff to address common issues raised in the library of recorded webinars and other current topics or issues arising on the project. These webinars could be scheduled quarterly or as needed to address serious problems as they develop. Early intervention to resolve the issues would be the goal of this training effort. Trainers would be Ron Leaders and could include a WEST PEAK or VIWAPA co-presenter if desired.
- This training and skill building relate to enhancing the capacity of VIWAPA to implement major construction projects. Refer to Scope of Work, III.B.2 in the RFP.

CSG has also offered for more than 10 years an innovative integrated collaboration and claim avoidance program called Synergistic Teaming. The concept is to expand the usual construction kick-off meeting into a collaborative environment in which project participants begin to develop increased trust and willingness to address and resolve issues and problems at a much earlier stage than is typically done. The process addresses expected or potential problems before they arise on the project with the aid of an experienced facilitator who can help break through common barriers on project teams. The session typically lasts one day. The process has been



West Peak Energy, LLC

highly successful in avoiding problems or in turning around troubled projects. This process can also be implemented as a part of the monthly construction meetings, in this case with a facilitator monitoring the meeting remotely or having one of the WEST PEAK construction managers trained in implementing the Synergistic Teaming concepts and approach. These activities relate to Scope of Work, III A, 2a and 2d in the RFP.

Knowledge in Federal compliance requirements. Refer to RFP Scope of Work III.B.1. CSG has performed contracts for various public agencies to create contracting procedures and documents to fully comply with Federal funding requirements and clauses. This role for the project could be an oversight of project staff who would be tasked to implement the Federal requirements.

Preparation of Bid Documents. Refer to Scope of Work III.E.4. CSG has more than 35 years of advanced experience in preparing various construction bid documents and incorporating the more current claim avoidance measures and strategies. Many times, the role of CSG is to provide initial guidance to document drafters and then to oversee their final work product.

Standardizing Bidding Process and Procedures. Refer to Scope of Work III.E.8. CSG has more than 35 years of advanced experience in preparing and implementing bidding procedures to comply with legal and industry best practices, incorporating the more current claim avoidance measures and strategies and avoiding risks of bid protests. Many times, the role of CSG is to provide initial guidance to document drafters and then to oversee their final work product.

Evaluate and Mitigate Change Order Proposals and Delays. Refer to Scope of Work III.E.13. CSG has more than 35 years of advanced experience in change order cost and schedule delay analysis and mitigation. Ron Leaders has more than 30 years of experience as a national construction arbitrator dealing with more than one hundred of these claims and can provide practical insight into the claim resolution process to minimize costs of resolving major construction disputes. The role of CSG would most likely involve initial guidance to the project team as they proceed with the analysis and then to evaluate their final recommendations for consistency with industry practices and claim resolution principles.

Risk Management Report. Refer to Scope of Work III.H.8. CSG has provided oversight in the implementation of many project Risk Registers and Risk Management Plans, including leading the Risk Register effort for a \$7 billion water infrastructure project in Texas. Much of the work can be done by the project team. The role of CSG would most likely involve initial guidance and mitigation strategies on risks as the develop, and then provide input as the resolution and mitigation efforts continue.



West Peak Energy, LLC

ATTACHMENT B
RESUMES



West Peak Energy, LLC

Ivan L. Clark, P.E.

Project Manager

Ivan Clark has broad experience in providing owner's engineering and technical advisory services to public and private clients, primarily in the energy market. He applies his more than 40 years of experience to help clients plan and execute capital projects and operate assets with a focus on strategies that mitigate risks. Mr. Clark has supported the planning, analysis, design, and operation of generation and transmission assets for clients throughout the U.S. and in the U.S. territories of Guam, Puerto Rico, and the Virgin Islands.

Mr. Clark's project development experience includes power supply planning studies, power plant feasibility assessments, technology reviews, pollution control studies, licensing and permitting studies, site and route selection studies, procurement contracting for generation equipment and EPC construction contracts, construction management and oversight. He has also contributed to the successful execution of numerous independent reviews for project finance, transmission planning studies, and design and construction of electric transmission and substation facilities. Recognized as an industry leader, he has appeared as an expert witness before state regulatory agencies on matters concerning the planning, construction, and licensing of power plants and transmission lines.

EDUCATION

- › B.S. in Electrical Engineering, Kansas State University

PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS

- › Professional Electrical Engineer: Colorado

PROFESSIONAL EXPERIENCE

Mr. Clark's background includes management of thermal and renewable generation projects and multidisciplinary teams through the entire project life cycle. He has led owner's engineering services for new project design and construction and is often involved in the earliest phases of projects to lay the groundwork for their successful development. The following summarize his project experience.

Virgin Islands Water and Power Authority - 21 MW Reciprocating Internal Combustion Engine (RICE) Project Construction – St. Thomas, USVI. - Mr. Clark served as Project Manager for services provided to the Virgin Islands Water and Power Authority ("VIWAPA") associated with the installation of three LPG-fired 7.1 MW RICE engines, Wartsila Model 20V34LPG, constructed and commissioned in 2018 and 2019 at VIWAPA's existing Randolph Harley Generating Station on St. Thomas. Services included review of EPC contract and specifications; on-site project management services during construction, on-site QA/QC monitoring, change order review and evaluation; weekly and monthly progress reporting, technical review of LPG fuel supply interconnections; preparation of wastewater and



West Peak Energy, LLC

stormwater discharge permitting documents; and on-site commissioning oversight/monitoring.

Missouri River Energy Services. Feasibility Analysis for RICE Engine Development at Two Sites in Minnesota. Mr. Clark provided technical review and oversight for the preparation of feasibility analyses for the procurement and installation of RICE generating units at two different sites in Minnesota (Marshall Site and the Wilmar Site). The Marshall site was proposed to be a five-unit gas-fired facility at a greenfield site with a total capacity of <49 MW. The Wilmar site was proposed to be a three-unit dual fuel facility at the City of Wilmar's existing power plant with a total capacity of up to 26.6 MW. Feasibility analysis included site evaluation, conceptual layout of facilities, solicitation of cost and performance quotations from RICE engine suppliers, preparation of capital cost estimates and project development schedules, definition of permits required for each site facility, and evaluation of air emissions from each project and associated air permitting constraints.

Southwest Generation LLC. St. Bernard 150 MW Reciprocating Internal Combustion Engine (RICE) Project Development – Harding, MT. - Mr. Clark managed and lead the technical analysis in support of Southwest Generation (SWG) early planning for development of an 8-unit dual fuel 150 MW RICE power plant at a new site near Harding, MT. The technical analysis supported SWG development of a proposal to a local utility. Technical analysis included preparation and coordination with Wartsila (RICE engine supplier) in securing engine performance data, capital costs and delivery schedule for supply of eight 18V50DF units. Also, a conceptual site layout and electric interconnection scheme was developed for the project.

Big Horn Wind and Internal Combustion Engine (RICE) Project Development – NS2 Energy, Billings, MT. - Mr. Clark served as Technical Advisor to NS2 for their planned development of a combined wind and RICE project in central Montana with capacity of 40 to 100 MW of wind generation and 40 to 100 MW of gas fired RICE units. Services included technical review of project plans, contracting plans construction cost estimates and Project proforma. Technical assistance was provided in fine tuning the Project plans and inputs to the Project proforma for both wind generation and RICE unit generation in support of securing equity funding for the Project.

RICE Peaking Generation Owner's Engineering – American Municipal Power (AMP). Mr. Clark was Technical Advisor and Client Liaison for the owner's engineering team supporting the AMP's early planning and specification for the installation of approximately 280 MW of RICE gas fired peaking generation (approximately 30 units) with the generation installed at three separate sites. Services included site evaluations and layout, coordination with client concerning air permitting limitations and noise emissions, preparation of specification for procuring an engineering, procurement and construction (EPC contract) and bid evaluation support.

Antelope Valley (AV) Solar Ranch 1, California -Exelon Generation Company, LLC (AV Solar Ranch 1, LLC) Technical advisory and Project Manager for owners engineering services for



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the AV Solar Ranch 1 project consisting of 3.8 million individual PV modules, with an output 240 MW AV Solar Ranch 1 which is among the world's largest PV projects. The project was commissioned and in early 2013, with commercial operation of the entire project achieved in November 2014. Originally developed by First Solar, the project was acquired by Exelon in 2011. AV Solar Ranch 1 employs First Solar PV modules, and a portion of the facility will use First Solar's single-axis tracking system.

Fremont Generating Station, Sandusky County, Ohio – American Municipal Power (AMP).

Project Manager. Mr. Clark led the owner's engineering team supporting the purchase, final commissioning, testing, and operations planning for a nominal 700 MW combined-cycle plant. AMP purchased the plant from First Energy midway through construction; First Energy completed construction and turned the plant over to AMP before final commissioning and testing. The plant consists of two Siemens 501 FD combustion turbines, each rated at 178.8 MW, two Nooter Erickson heat recovery steam generators, and a single Siemens steam turbine generator rated at 360 MW. Services included due diligence review of the project, project feasibility analysis and financing technical support, technical review of asset purchase and other agreements, review/monitoring of construction completion, technical procurement assistance in selecting a long-term major parts and maintenance service provider, and commissioning/testing review and monitoring.

Exira Station, Brayton, Iowa – Missouri River Energy Services. Technical Consultant. Mr. Clark provided technical consulting services for development of and construction management for a 100 MW peaking power plant consisting of two dual-fuel GE LM6000 simple-cycle units. Subsequent construction management services for an additional LM6000 dual-fuel unit.

Kauai Biomass Project – Kauai Island Utility Cooperative. Mr. Clark managed and directed a due diligence review of a proposed 20 MW biomass project on the island of Kauai under the terms of a preliminary power purchase agreement. The review included review of the fuel supply contract, available information on the project design, EPC contracting status, project development schedule and environmental permitting status. Due diligence review findings were reported to KIUC for their consideration and decisions with respect to moving forward with the project.

Combined-Cycle Gas Turbine Site Evaluation and Market Analysis, Texas – Coronado Ventures, LLC. Owner's Advisor. Mr. Clark served as owner's advisor for development of technical and performance data, as well as site layout drawings, to support development of permit applications for five combined-cycle gas turbine projects in the Electric Reliability Council of Texas' market, each with a nominal capacity of 600 MW.

AMP-Ohio Generating Station Project, Meigs County, Ohio – American Municipal Power, Inc. Project Manager. Mr. Clark provided project management for development a 1,000 MW pulverized coal-fired power plant and associated transmission line. Services included preliminary project planning/ scheduling; request for proposal preparation for engineering,



West Peak Energy, LLC

procurement, and construction; project feasibility studies to support financing; emission control technology evaluation; and design reviews.

Fatal Flaw Site Evaluation for LNG Fuel Supply – Bermuda Electric Light Company (BELCO), Bermuda. Technical Consultant. Mr. Clark provided technical consulting for feasibility evaluations for development of LNG fuel supply, storage and regasification to support potential development of new combined cycle or RICE generation, and to support existing BELCO generation, including installation of a new gas pipeline, conversion of existing generation from oil fuel to gas fuel and logistics for new gas fuel utilization.

Towantic Gas-Fired Combined-Cycle Plant, Connecticut – Arena Capital/Calpine Eastern. Project Manager. Mr. Clark led early planning, licensing, and development for a nominal 500 MW gas-fired combined-cycle power plant in southwestern Connecticut, including evaluation of potential fatal flaws for project development; preparation of environmental permit applications/licenses, including technical support and testimony during permitting agency hearings; conceptual plant layout; concepts for electric, water and wastewater, and gas supply interconnections; and support for the site certification application for approval by the Connecticut Siting Council.

Ute Mountain Coal Gasification Preliminary Feasibility Study, Southwest Colorado – Ute Mountain Ute Indian Tribe. Project Manager. Mr. Clark led a business-case evaluation of using ConocoPhillips E-Gas coal gasification technology to produce two alternative products, synthetic natural gas and gasoline, using coal resources available on Ute Mountain Ute lands in northwestern New Mexico and southwestern Colorado. Individual case studies were developed based on a plant sized at 5,300 tons per day of coal to produce either 80 million standard cubic feet per day of SNG or 10,025 barrels per day of gasoline. Gasoline production was determined to be the economically favorable case.

Generation Portfolio Fuel Conversion Economic and Technical Analysis, Puerto Rico – Puerto Rico Electric Power Authority. Project manager for review and evaluation of planned oil to natural gas fuel conversion of five generating plants on Puerto Rico totaling over 2,500 MW, including review of technical requirements, implementation plans, environmental compliance considerations, dual-fuel firing considerations, capital costs relative to fuel costs savings, and environmental compliance.

New Generation Development Evaluation – City of Burbank Water and Power, California. Mr. Clark provided technical review and oversight for the evaluation of several options for replacing the existing 100 MW Olive Units 1 and 2, which are natural gas-fired boilers, with new gas turbine technology. Evaluations included developing cost, schedule, and performance data for several gas turbine options and comparing these options to refurbishing the existing Olive units. Evaluations also included a market analysis comparing the dispatch of each option against purchasing power from the market to determine the option that provided the best value to the Burbank Water and Power. In addition, the valuation accounted for complex emission credits from the South Coast Air Quality District (SCAQMD).



West Peak Energy, LLC

Power Plant Decommissioning – Keys Energy, Florida. Project Manager for planning power plant decommissioning and implementation of that plan. The project included an initial evaluation of the scope of asbestos and lead-based paint abatement required for five retired steam electric generating units (boilers and turbines), all enclosed in one large building complex. The team provided confirmation sampling of initial evaluations and review, Mr. Clark prepared specifications and contract documents for abatement of asbestos throughout the plant. Additional abatement work was included in the abatement contract for another 35 MW steam generating unit at a separate site. Mr. Clark's team conducted bid review and made recommendations for award of the abatement contract (approximately \$1.8 million). Following contract award, abatement contract management and onsite contract monitoring was conducted.

Siting and Licensing for 880 MW Coal-Fired Generation Plant and 345/161 kV Transmission Lines – Big Rivers Electric Corporation, Henderson, KY; Project Manager for a team providing siting and routing studies, environmental baseline studies and an environmental impact analysis for two 440 MW coal-fired units and 126 miles of 345 kV and 161 kV transmission lines. Siting studies included both engineering and environmental study components. Environmental studies included baseline and impact analyses of air, water, biology, noise, socioeconomics, earth sciences, history, archaeology, and land use. Federal and state permits for construction and operation of the facility were secured.



West Peak Energy, LLC

David Hazzard

On- Site Project Manager/Electrical Engineer

WORK EXPERIENCE

Reciprocating Internal Combustion Engine (RICE) Project Construction – Virgin Islands Water and Power Authority St. Thomas, USVI. – Lead QA/QC Engineer and lead electrical construction oversight for construction management services provided to the Virgin Islands Water and Power Authority (“VIWAPA”) associated with the installation of three LPG-fired RICE engines, Wartsila Model 20V34LPG, with a total capacity of 21 MW constructed and commissioned in 2018 and 2019 at VIWAPA’s existing Randolph Harley Generating Station on St. Thomas. Construction monitoring and services included on-site review/oversight of Medium and Low Voltage switchgear and transformers, on-site review/oversight of mechanical installation, on-site review/oversight of underground electric interconnections, on-site QA/QC monitoring of electrical systems, Gas pressure reduction system, Gas ramp system, and intertie to the substation, change order review and evaluation; resolved engineering issues with lead contractor, weekly and monthly progress reporting; final commissioning of all generating units.

Four Corners SCR Project, Arizona Public Service, Fruitland, NM. Lead Plant Electrical Engineer/Construction Oversight for the construction and installation SCR emission controls on two existing 800 MW supercritical coal generating units. Construction oversight included installation and commissioning of 3 new 13.8 kV switchgear buildings, oversight of ductwork demolition and installation of new duct work, removal and blanking of old bisector air heaters and installation of new tri-sector air heaters, reviewed logic for startup and speed changer for booster fans to maintain required air flow, and final testing and commissioning of the system.

Prairie State Generating Company, Marissa, IL –2015- 2017 , Engineering Supervisor for an existing base loaded power plant consisting of two supercritical coal fired units with a combined capacity of 1600 MW. Supervised Electrical Engineers responsible for the following systems: High, Medium, and Low Voltage Systems, Generators, Exciters, PLCs, DCS, and DC systems. Involved in all aspects of Capital projects such as conception, prioritization, financial justification, and personnel assignment.

Arizona Public Service Company, Fruitland, NM 2009 – 2015 Senior Systems Engineer for the Four Corners Power Plant consisting of five coal-fired generating units with a combined capacity of 2100 MW. Systems Engineer responsible for the following systems: High Voltage, Medium Voltage, Low Voltage, Generators, and Excitation systems. Involved in all aspects of Capital projects such as defining scope, budget, constructability reviews, factory acceptance testing, as-builts, and commissioning. Underground work included installation of 14.4 kV duct bank for 230 kV switchyard to Aux transformers, installation of 13.8 kV duct bank for 230 kV Aux yard to new compressor building, and installation of 4160 V duct bank from 69 kV switchyard to new switchgear for north plant repower project.



West Peak Energy, LLC

Consulting Engineer 2001 - 2003 - Designed and implemented wastewater disposal systems for remote locations. Designed and implemented software for analysis of infrared imagery.

New Mexico State University, Las Cruces, NM 1995 - 2000 Instructor and Graduate Student. Taught EE 479/529 and Phys. 479/529, Laser Principles and Applications. Coordinated the Laser Communications Lab. Performed original research in image processing and restoration.

Public Service Company of NM, Waterflow, NM 1980 - 1988 Electricians Apprentice and Laborer. Worked in all areas of the plant and maintenance services. Gained experience in power plant operating principles and procedures.

EDUCATION

New Mexico State University, Las Cruces, NM ☐ Master of Science in Electrical Engineering

New Mexico Institute of Mining and Technology (New Mexico Tech), Socorro, NM ☐ BS in Electrical Engineering ☐ BS in Physics



West Peak Energy, LLC

Paul K. Trygstad
President
West Peak Energy

Paul Trygstad, Owner and President of West Peak Energy (“WPE”), has been working as a consulting engineer for 17 years, following 19 years in the electric utility industry at three different coal-fired power plants. This diverse level of design engineering, operations, maintenance and management has been a key to successful consulting engineering and outstanding power plant projects. Mr. Trygstad has experience in providing owner’s engineering and technical advisory services to over 120 public and private clients, primarily in the energy market.

Mr. Trygstad’s project development experience includes overall project management, new power plant siting studies, preliminary engineering, contract negotiations, Owners Engineering, O&M support, Project oversight, financial planning support, construction management. Direct role as Project Manager for several new generation projects including gas supply. These projects were completed under budget and on-schedule. He has also been involved with numerous “new” technology evaluations and a number of research and development activities

EDUCATION

- › B.S. in Mechanical Engineering, South Dakota School of Mines & Technology 1983

PROFESSIONAL EXPERIENCE

Mr. Trygstad’s background includes all aspects of consulting support including Independent Engineering, Owner’s Engineering and Construction Management. As co-owner of West Peak Energy, he participates and supports owner’s engineering services for new project design and construction and is often involved in the earliest phases of projects to lay the groundwork for their successful development.

Midwest Peaking Project (Current & Confidential) - West Peak Energy completed a Phase I project siting study for reciprocating internal combustion engines (“RICE”) in late 2018 and early 2019. Mr. Trygstad was significantly engaged as Owner and Mechanical Engineer in the work completed and report. West Peak is continuing to support this client and expects this project to be complete by 2021.

Virgin Islands Water and Power Authority (VIWAPA) – West Peak Energy supported the planning, construction and startup of three 7 MW Wartsila RICE engines using propane as fuel. Mr. Trygstad represented WPE with initial engagement, monthly meetings and periodic support. WPE continues to support VIWAPA and expects additional work in 2019 with the addition of 4 more units.

Arizona Public Service Company (“APS”) Four Corners Power Project - WPE supported APS with Owners Engineering, Construction Management and start-up/commissioning Services for 5 years



West Peak Energy, LLC

with up to 20 consultants. This project was completed in 2018. This project included the addition of new Selective Catalytic Reduction (“SCR”) systems and regenerative air heaters on two 800 MW coal-fired boilers. The project also included a major repair to turbines, boiler feed pumps and other major equipment. The project was approximately \$0.6B in value and was completed under budget and on-schedule. Mr. Trygstad role was the Owner/Manager representative for WPE, monthly meetings and periodic project engineering support.

Public Power Services – WPE completed a RICE Engine study using 8 ea. Wartsila engine generators for six municipal electric power companies in Wisconsin and Minnesota in 2013. Mr. Trygstad’s role was Lead Consulting Engineer. The study included all aspects of project cost estimates, siting analysis and options for these utilities.

Big Horn Wind and Internal Combustion Engine (RICE) Project Development – NS2 Energy, Billings, MT. - Mr. Trygstad served as lead consultant to NS2 for their planned development of a combined wind and RICE project in central Montana with capacity of 40 to 100 MW of wind generation and 40 to 100 MW of gas fired RICE units. Services included project financial analysis, advising client with needed technical support.

Valencia Power Project - Project Director from 2006 – 2008 for the 150 MW GE 7FA simple cycle power project in Belen, NM, Public Service of New Mexico under a PPA. This was a “new” grey market gas turbine. Assisted with the PPA development and direct responsibility included complete oversight of project as approved by Owner in 2007. Substantial design engineering involvement with TAS inlet chiller system and overall project design. Construction completed in eleven months ahead of schedule and under budget. The project was “TIC Project of the Year” and sold to an investor after commercial operation.

Virgin Islands Water and Power Authority—Waste-to-Energy Project. Mr. Trygstad was Vice President for the Developer, Alpine Energy for 3 ½ years working to construct waste-to-energy facilities on St. Thomas and St. Croix, U. S. Virgin Islands. The engineering and EPC agreements were all completed prior to the cancellation of the project. This effort was an initial introduction to the USVI and contributed to the success for WPE continuing consulting engineering work in 2018.

Guyana South America Toroparu Mine Power Plant

Consultant to provide electrical power planning and alternatives for a large gold mine in Guyana South America. This project is currently in the pre-construction phase and is expected to move forward.

Bio-Digester Projects

Arranged the initial development of several bio-digester projects with a U.S. client, including planning and evaluation of existing site facilities and required integration of digester and new power facilities along with technical support for project financing.

Black Hills Pueblo Colorado Airport Project – Project Director from 2008 – 2009 responsible for the siting study and project planning associated with the Colorado Electric Power Generation Supply in Eastern Colorado. The project included 500 MW of natural Gas Peaking and combined cycle



West Peak Energy, LLC

capability using GE LM-6000 and GE LMS-100 combustion turbine technology. The project site selected was the Pueblo Airport Site (currently under construction). Two other sites include complete transmission interconnections, property agreements, water agreement and air permits. Responsible for the development team leadership many of which came from my previous contacts and experience. The siting process also included design engineering, and all aspects of project development. The Airport Project is partial complete and expected to be fully complete by year end 2012.

Exira Projects MRES – Project Manager for the Missouri River Energy Systems (MRES) Peaking Projects in Exira, Iowa from 2002 – 2006. The initial project consisted of two GE LM-6000 gas turbines and the third was added as a second construction project in 2005. All of these were grey market “new” gas turbines offering client considerable savings. These projects included three GE simple cycle LM-6000 combustion turbines constructed in two different phases. Initial role was the siting study and coordination of initial project design and equipment selection. Completed several other MRES consulting engineering studies leading up to the Exira Project. Continued role as Consulting Project Manager coordinating efforts from R.W. Beck Inc. during engineering and construction phase.

Gas Turbine Peaking Projects – Beginning in 2000 supported several of the Calpine Energy Peaking Project during the California Energy Crisis approved as emergency order by Gray Davis, Governor of California. Projects for Harris Group Inc. included Gilroy, King City, Vero Beach, and Greenleaf II sites. Design efforts were used as “model” designs for numerous other projects. Continued to support several other peaking and combined cycle projects at R.W. Beck Inc.

Black Hills Oxy-Fuel Power Plant Project – In 2008 – 2009 Black Hills participated in a Department of Energy (DOE) Oxy-Fuel Power Plant Project that was a 150 MW fully CO₂ sequestered “near zero emissions” Coal-Fired Power Plant Project in Gillette, WY. This Project was proposed by Babcock & Wilcox, Battelle, and Air Liquide Companies. Role included named Project Manager for the proposed project and complete coordination of the DOE application for funding grants under FutureGen and Clean Coal Power Initiative 3 (CCPI3). This project did not get funded.

One Vision Park 2005 – Renewable Energy Park, Proposed Biomass, Natural Gas Peaking, and Naval Deep Water Shipping Port in Solano County, CA. This project included a technology assessment and development package for the Owner of a 3000-acre parcel of property in the San Francisco Bay area. This project has changed ownership and has not expanded beyond the wind generation.



West Peak Energy, LLC

DALE MCDONALD

QA/QC ENGINEER

YEARS OF EXPERIENCE

49

EDUCATION

B.S., Mechanical Engineering, Iowa State University, 1970

AREAS OF EXPERTISE

- > Direction and performance of Due Diligence and IE reporting
- > Power plant cycle design review and optimization
- > Multidiscipline design direction for large generation projects
- > Construction observation and performance test witnessing
- > Combined cycle and geothermal plant design review

EXPERIENCE SUMMARY

My professional career to date includes power plant engineering experience on utility and IPP projects, including coal, gas turbine, geothermal, PV Solar, and diesel engine projects. I have extensive experience in due diligence, asset valuation and project review work for lenders and owners. My background includes engineering of new power facilities as well as third-party review of power plant project activities. I have served in positions from Lead Power (Mechanical) Engineer, Project Engineer, Project Manager, Business Unit Director, Senior Consultant, and Senior Engineering Manager on numerous power plant projects, including utility-scale combined cycle and geothermal plants.

Kawailoa Unit 2 Battery Energy Storage Project, Maui, Hawaii

Project Manager directing Owner's Engineering services supporting the replacement of an existing lead-acid energy storage system with lithium-ion batteries. This ESS is associated with a 21 Mw wind farm providing electrical energy to the Maui Electric Company. The ESS is rated at 10 Mwdc continuous draw and 20 Mwh of storage capacity. The project included demolition of existing batteries/racks, installation of new batteries/racks, re-use of existing inverters, new control system, fire protection system, and modifications to the existing building HVAC.

Virgin Islands Water and Power Authority, Design and Commissioning Review

Technical lead for the review of design and commissioning for a three unit-21 MW reciprocating internal combustion engine project in St. Thomas, USVI. Design reviews included reviews of the EPC contract, equipment/construction specifications, fuel supply (LPG) interconnection, water/wastewater interconnections and associated monitoring requirements. Also, reviewed commission plan and procedures for the project. Construction monitoring support included review of change order requests associated with piling installation and schedule adjustments. Provided oversight at project location during 2-month commissioning, startup, and performance testing.

MCNIC Power, Due Diligence Report Supporting Generation Asset Bid, California

Project Manager and principal engineer for a due diligence study evaluating 10 geothermal geothermal plant projects being considered for acquisition by MCNIC Power. The study involved technical review of the plants and plant records, and review of plant performance and payback assumptions used in MCNIC's draft bid for the projects.

Florida Municipal Power Agency, Engineering & Financial Study of Technologies for an Advanced New 500-1,000 MW Coal-fired Power Plant, Florida

Project Manager for a study of the technical and commercial facilities of an advanced-technology 500 to 1,000 MW coal-fired generation plant. The study outlined a joint development process and reported on in-depth studies to help FMPA's participants select the technologies, fuel sources and environmental protections to best serve their consumers and communities. The fuel source evaluation compared biomass, alternative solid fuels, Appalachia coal, coals for barge/ship delivery, and petroleum coke. The study team determined that the use of a high-compression-ratio gas turbine for feedwater heating reduced the \$/kW capital cost, improved efficiency and reduced environmental impacts per kWh of increased production. POWER teamed with R.W. Beck to conduct the study.

Inter-American Development Bank, Miravalles III Geothermal Project, Costa Rica

As Project Manager, directed all phases of due diligence review for the project lenders to support financial closing for this 27.5 MW geothermal plant in Costa Rica. Project scope included follow-up including construction monitoring and witnessing performance tests.

Bank of America, Shasta Cogeneration Project, California

As Project Engineer, directed all phases of due diligence for the project lenders to support the acquisition of this 40 MW combustion turbine cogeneration facility.

Diamond Energy, Inc., Doswell Combined Cycle Facility

As Lead Mechanical Engineer, he provided mechanical engineering review of this IPP-owned 720 MW combined cycle power plant. His primary tasks included:

- > Technical and contractual review of all drawings and specifications produced by the turnkey contractor
- > Witnessing shop and performance tests
- > Assisting in construction inspection
- > Providing startup technical assistance
- > Serving as technical interface with the utility power customer, the gas supplier, and the lender's engineer

Sacramento Municipal Utility District, Cogeneration and Combined Cycle Design Standard, California

As Project Engineer, directed engineering work for the preparation of a general design standard to be used as a guideline for the design and construction of cogeneration and combined cycle facilities.

Credit Suisse, Dieng 60 MW Geothermal Plant, Indonesia

As Project Engineer, directed all phases of technical due diligence for the project lenders up to financial closing including preparation of the independent engineer's (IE) report for this 60 MW geothermal project in Indonesia. Project scope included technical review of project documents, approval of monthly construction draws, and monitoring of progress at the site.

Credit Suisse, Puna Geothermal Project, Hawaii

As Project Engineer, reviewed monthly O&M costs and approved reimbursement of such expenses for this 25 MW Ormat binary-cycle geothermal project in Hawaii. In addition, technical reviews were performed of plant modifications and additions.

Bank of America, Mahanagdong 180 MW Geothermal Project, Philippines

As Project Engineer, directed all phases of technical due diligence for the project lenders up to financial closing including preparation of the independent engineer's (IE) report for this 180 MW project in the Philippines. The project's scope included technical review of project documents, approval of monthly construction draws, and monitoring of progress at the site.

Credit Suisse, Upper Mahiao Geothermal Project, Philippines

As Project Engineer for this 130 MW Ormat binary cycle geothermal project located in the Philippines, directed all due diligence activities for the project lenders up to financial closing including preparation of the IE report. Continuing work includes construction monitoring, drawing and specification reviews, and monthly draw approval.

Credit Suisse, California Energy/Magma Acquisition, California

As Project Engineer, directed all due diligence efforts in behalf of the project lenders during the acquisition of Magma by California Energy. Work included the assessment of seven operating geothermal plants and two development projects.

Citibank, N.A., Mindanao 1 Geothermal Project, Philippines

As Project Engineer, directed due diligence activities for the project lenders for this 52 MW IPP project located in the Philippines. Work included drawing and specification reviews, contract reviews, financial model reviews, and preparation of the IE report. Continuing activities include construction monitoring, project document reviews and monthly draw approvals..

Credit Lyonnais, March Point Cogeneration Project

As Assistant Project Engineer, performed third-party review of mechanical systems, heat balances, cycle performance, equipment specifications, and various project contracts for this 140 MW combined cycle cogeneration project.

Credit Suisse, Brady Geothermal Project, Nevada

As Project Engineer, he performed third-party review of mechanical systems, heat balances, cycle performance, equipment specifications and various project contracts for this 21 MW dual-flash geothermal power plant.

Latham & Watkins, The Vintage Club

As Project Engineer, performed a technical assessment of the mechanical design and reviewed the developer's invoicing system and contract for a 600 kW diesel engine-generator cogeneration project..

City of Fairbanks, Alaska, Fairbanks Municipal Utility System Master Plan

As Project Engineer and Lead Power Engineer, led the development of a master plan for the Chena Station to establish economical approaches to satisfying the city's steam and electrical needs. Directed engineering activities involving:

- > Equipment and piping system inspections
- > Evaluation of operations
- > Maintenance and inventory control systems
- > Consideration of alternative plant development

Montana Power, Resource 89

As Lead Power Engineer, supervised the preliminary engineering activities to support the utility's licensing effort, including performing studies, developing flow diagrams and layout drawings, and writing licensing document sections.

ENSTAR Natural Gas Company, ENSTAR Project

Project Engineer for all engineering tasks associated with the assessment of the impacts of converting six installations of coal-fired and oil-fired steam and combustion turbines to natural gas firing. Considerations included capital costs, O&M costs, environmental impacts, and regulatory restrictions.

Mitsubishi Heavy Industries, Ltd., East Mesa Geothermal Project, California

As Project Engineer, directed all engineering and design activities for this 37 MW geothermal turnkey project in El Centro, California.

Heat Balance and Studies Group

Conducted a variety of studies and heat balance-related projects to evaluate and optimize power plant efficiency.

Power Business Unit Director

Managed the Project Manager department for all power projects including geothermal, gas, and steam generating facilities.

Project Manager for EPC

Served as project manager throughout the successful engineering, design, construction, commissioning, and startup of two international geothermal projects.

Senior Engineering Manager

Served as Senior Engineering Manager for a renewable energy company overseeing the engineering support for three operating geothermal facilities. Also provided engineering support for development efforts on a new geothermal facility, for simple and combined gas turbine projects and for PV solar opportunities.

Senior Consultant

Performed due diligence activities and managed the preparation of independent engineering reports for lenders and owners for PV solar projects, including a completed 120 MWAC project in Colorado.



West Peak Energy, LLC

Phillip Goss

Safety Officer and Inspector

Qualifications Profile

A self-motivated manager, who performs well in managing numerous phases of a company's life cycle from implementation of safety rules and regulations according to company policy to communicating to clients and customers. A committed individual who owns safety as a responsibility by performing daily meetings and verifying all safety requirements are met.

Also, a team player with polished communication skills: verbal, written, interpersonal, presentations, and rapport building and can provide exceptional leadership abilities concerning team initiatives.

Communication & Presentation: Great interpersonal skills. Handle sensitive matters with tact, dignity, and diplomacy. Communicate and interact well with individuals at all levels.

Education & Certifications

Jefferson High School, Jefferson, TX, (1984)

Vincennes University

Associate in Applied Science

40 HR OSHA

Construction Site Safety Orientation

Construction Site Safety Technician

Safety Technology

Construction Site Safety Supervisor

Field Safety

Professional Experience

PV and BESS Project Safety Procedures Review

Confidential Client – Massachusetts

April 2020

Safety Advisor

- Conducted safety plan review for a 2 MW PV and BESS Project
- Reviewed EPC contractor's safety plan and procedures
- Provided comments and recommendation for specific work activities consistent with industry standards.



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Reciprocating Internal Combustion Engine (RICE) Project Construction – Virgin Islands Water and Power Authority St. Thomas, USVI

2018. – Lead Safety Officer

Safety review for construction management services provided to the Virgin Islands Water and Power Authority ("VIWAPA") associated with the installation of three LPG-fired RICE engines, Wartsila Model 20V34LPG, with a total capacity of 21 MW constructed and commissioned in 2018 and 2019 at VIWAPA's existing Randolph Harley Generating Station on St. Thomas. Safety review included review of construction plans and safety plans/procedures provided by EPC contractor to assure compliance with industry standards and practices.

Puerto Rican Industrial Contractor

May 2009-March 2017

Site Manager

- Overseen all daily operations during the contract period
- Supervised, trained, and coached personnel on safe and efficient operations
- Responsible for implementing safety rules and regulation according to policy by holding safety meetings
- Performed daily audits of safe working conditions
- Communicated with upper management when issues arrived to help minimize potential risk factors
- Completed any additional projects assigned from upper management

Sun Construction

January 2008-April 2009

Safety/QA/QC Manager

- Insured all safety policies and procedures as well as quality of work were being met daily

Wyatt Services

January 2007-December 2008

Night Safety Supervision

- Supervised night operations and conducted inspections on each job site

Crosstech Boiler Services

July 2005-December 2006

Night Safety Supervision

- Conducted Training Meetings
- Implemented Safety policies and procedures
- Daily Briefings to upper management
- Wrote Safety Management policies and procedures



West Peak Energy, LLC

Joseph Donald Kelsey

Construction Engineer

Joseph Kelsey has over 30 years' experience in heavy industrial construction, both in new construction and maintenance, specializing in boiler installations and refurbishments. He also has vast experience in of power plant mechanical and auxiliary equipment, condensers, steam piping, filter houses, and boilers. Throughout his career, Kelsey has held positions that included technical advisor, superintendent, general foreman, and foreman, giving him significant exposure to project management, supervision of multiple crafts, subcontracts, budgets, estimating, scheduling, materials, and client interface. In addition, he possesses extensive interpersonal skills developed throughout his varied career.

PROJECT EXPERIENCE

Eskom; Kusile Power Station; Mpumalanga, South Africa; 2014-2016; Employer ,Black & Veatch

Construction Boiler Superintendent - Black & Veatch.

Responsibilities include overseeing construction (power generation) contracts associated with Package P12 for Units 2, 4, and 6 at this 4,800 megawatt (MW) coal fired supercritical power station, providing construction oversight of multiple contractors on the installation of three of six boilers to ensure safety at all times, and serving as the lead construction manager for client employees during installation activities. Responsibilities include the following:

- Method statements and risk assessment reviews.
- Program and schedule adherence.
- Quality assurance / quality control (QA/QC) activities interface coordination.
- Oversight of tube coil bundles fit-up welding and inspections for super heater and repeater bundle Cages 1-9.
- Oversight of fit-up welding and inspections for connecting tubes from headers to bundles for the super heater and reheated (23 headers total).
- Oversight of fit-up welding and inspections for connecting tubes from the headers to water walls for the super heater and repeater (12 headers total).
- Oversight of associated drains and vent piping of water walls and headers, including all supports, hangers, and guides; boiler Water walls; buck stays; boiler roof tube panels; hanger rods; and penetrations.
- Various forms of inspections: fit-up inspections, final inspections, and safety clearance walk downs.
- Ensuring completion of all outstanding open points (LOP).

CONSTRUCTION BOILER SUPERINTENDENT

Expertise:

Field Engineering;
Construction Management;
Mechanical Construction; All
Boiler Pressure Parts Piping;
Waterwalls; Main Steam
Piping; All Aspects of Boiler
Construction and Repairs

Education

GED, General Education
Development, High School
Diploma Equivalency, 1977,
United States

Total Years of Experience

32

Black & Veatch Years of Experience

3.3

Language Capabilities

English

Office Location

Florida, USA



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Covanta Energy; Condenser Rebuild; Island of Oahu, Hawaii, United States; 2013-2013; Employer, Thermal Engineering International.

Foreman / QA/QC Inspector. Responsibilities included QA/QC and oversight during the removal and replacement of 15,000 condenser tubes and ensuring conformance to the rules pertaining to the use of American Society of Mechanical Engineers (ASME) codes to ensure safety at all times on the project. Responsibilities included the

- Inspected and repaired condenser tube sheet, inspected all hydro rolled tubes and seal doors, and made repairs as needed.
- Disassembled broken and defective boiler parts to facilitate repair and reassembled boiler after repairs were completed.
- Assembled and installed tubes and other boiler components.
- Operated tools such as air tuggers, welding machines, saws, and more.
- Routinely inspected machinery and equipment to diagnose malfunctions and replaced worn and damaged parts.
- Maintained up-to-date and accurate repair logs, briefed new team members on procedures and project goals, and assisted journeyman welders and boilermakers with installation, repairs, and maintenance on boiler units.
- Read blueprints, diagrams, and specifications prior to repairing unit.

Buckeye Cellulose Mill; Air Heater Coil Replacement; Perry, Florida, United States; 2013-2013 ; Employer, Watkins Contractors & Constructors

Foreman. Responsibilities included overseeing air heater removal and replacement and ensuring conformance to the rules pertaining to the use of ASME codes to ensure safety at all times on the project:

- Maintained up-to-date and accurate repair logs.
- Supervised a team of eight employees.
- Read blueprints, diagrams, and specifications prior to repairing equipment.
- Disassembled broken and defective equipment to facilitate repair and reassembled equipment after repairs were completed.
- Assembled and maintained physical structures using hand and power tools and operated tools such as hoists and saws.

;Duke Energy; Turbine Condenser Replacement; Roxboro, North Carolina, United States; 2013-2013; Employer, Thermal Engineering International.

QA/QC Inspector. Responsibilities included ensuring compliance with the rules pertaining to the use of ASME codes to ensure safety at all times on the project:

- Assisted journeyman welders with installation, repairs, and maintenance of boiler turbine condenser.
- Inspected welds for quality and recorded welds of welders on the weld map



West Peak Energy, LLC

Buckeye Cellulose Mill; Boiler Roof Tube Replacement; Perry, Florida, United States; 2013-2013; Employer ,Watkins Contractors & Constructors;

Foreman. Responsible for overseeing the removal and installation of pressure parts in accordance with the ASME codes for the Unit 4 recovery boiler:

- Read blueprints, diagrams, and specifications prior to repairing equipment.
- Supervised employees, fitters, and welders working on stainless steel and carbon pipe to replace a tank and install pipe racks, piping valves, and pumps.

DuPont Corporation; Plant Upgrade; Valdosta, Georgia, United States; 2012-2012;Employer Alert Construction Services.

Foreman. Responsibilities included overseeing pipe welders and fitters to ensure safety at all times on the project:

- Supervised employees, fitters, and welders working on stainless steel and carbon pipe to replace a tank and install pipe racks, piping valves, and pumps.
- Read blueprints, diagrams, and specifications prior to repairing equipment.
- Assisted journeyman welders with installation, repairs, and maintenance on other parts.

Gainesville Renewable Energy Center; Gainesville, Florida, United States; 2011-2012; Employer,Fagan Construction Inc.

Piping General Foreman / X-Ray Pipe Welder / Fitter. Responsible for overseeing pressure parts piping installation in accordance with the ASME codes:

- Read blueprints, diagrams, and specifications prior to repairing equipment.
- Installed piping and foundations and fabricated and welded piping.
- Installed oily water separators to elevation and piping.
- Set and installed cooling tower piping to elevations.

Miami-Dade Resource Recovery Facility; Spring and Fall Outage Repairs; Miami, Florida, United States; 2007-2008; Employer; Southeastern, Mechanical Services

Power Boiler Outage Manager. Responsible for managing power boiler outage projects throughout Florida, overseeing pressure boiler repairs, including removal and replacement, water walls, super heater, economizer, piping valves, and header refractors in accordance with the ASME codes to ensure safety at all times on the project:

- Responsible for overseeing multiple projects including estimating, invoicing, collections, scheduling, hiring employees, subcontractor coordination, and vendor coordination.



West Peak Energy, LLC

Southeastern Mechanical Services; National Boiler Outage Management; Jacksonville / Clearwater, Florida, United States; 1996-2007

Power Boiler Outage Manager / Project Manager. Responsible for overseeing multiple projects including sales, estimating, invoicing, scheduling, hiring employees, subcontractor coordination, and vendor coordination. Also responsible for removing and replacing power boiler components, recovery boilers, heat recovery steam generators (HRSGs), waste-to-energy, distilleries, citrus process plants and facilities, including the following:

- Water wall, SOFA, LOFA, header change-outs, primary super heater pendants, secondary super heater pendants, repeater pendants, burner change-out, generator banks, crown seals, roof tube replacement, economizer change-out, tube shield replacement, low-NO_x, V-bottom replacements, main steam piping, high energy piping, and cold reheat piping.
- Sanitary process piping, ammonia refrigeration piping, process piping, water condenser piping, and selective nonanalytic reduction (SNCR) piping.
- Hydraulic piping, soot blower installation, labor support, emergency repairs, pressure parts, feed water heaters, and pressure vessel repairs.
- Purchasing--Restocked and organized items as necessary and as directed.
- Maintained inventory of spare parts and completed purchase requisitions as necessary.
- Product Inspection--Inspected products to ensure highest quality.
- Closely monitored steam boilers, hot water boilers, chillers, and cooling towers. Also monitored welding techniques, fabrication, installation, and codes and regulations.
- Met company standard times and individual productivity goals. Single-handedly managed repairs and maintenance for facilities throughout the Florida region.



West Peak Energy, LLC

William K. Bushnell, P.E.

Senior Engineer

Mr. Bushnell has over 30 years of project management experience in the study and design of power generation, cogeneration, total energy plants and new technology reviews from conceptual analysis through start-up. Mr. Bushnell also provides due diligence reviews and owner's engineering services of combustion turbine, reciprocating engine, fuel cell, geothermal, and solar photovoltaic, as well as emerging technologies such as ocean energy facilities. Duties include the development of performance estimates, economic comparison of optional configurations, permit application support and technical contractual development. Selected projects follow:

AREAS OF EXPERTISE

Thermal Plant Evaluations

Total Energy Plant Analysis, Boston, MA

Confidential Client

This project involved the investigation of alternate methods to increase the value of the energy facility for potential sale. The facility provides electricity and district heating and cooling for a large customer load through the use of reciprocating engine generators, heat recovery boilers, fired boilers, topping steam turbine generators, and electric and absorption chillers. This project reviewed over a dozen alternatives, screening the options technically, and from a permitting standpoint, developing capital and operating costs for these options and developing an income approach economic analysis. Mr. Bushnell provided analysis of the major equipment including developing capital and O&M costs of the various options as well as performance (energy and emissions) estimates.

Revel Casino Cogeneration Facility, Atlantic City, NJ

Confidential Client

This project supplied hot water via redundant hot water generators and chilled water via electric centrifugal chillers to support the casino. The local utility provided primary electric power while the cogeneration facility provided back up electric power through redundant RICE engines. Natural gas was the primary fuel with LFO as backup. Mr. Bushnell provided technical review of the thermal and electric equipment as well as the integration into the casino.

S.D. Warren Energy Plant Assessment, Various Maine and Minnesota Sites

This project for S. D. Warren paper mills involved the assessment of multiple facilities and the development of potential improvements to increase each facility's value. Mr. Bushnell was responsible for assessment of the balance of plant systems, which involved site walkdowns, P&ID development where none existed, maintenance personnel interviews, and capacity assessment.



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Cogeneration Feasibility Studies

Mr. Bushnell has been involved in numerous cogeneration feasibility studies. These studies included the development of performance estimates, cost estimates and life-cycle economic analyses. Both combined- and simple-cogeneration cycles have been analyzed using combustion turbines and reciprocating engines in size ranges from 1 MW to 250 MW. These studies have identified ways to lower energy costs through the more efficient simultaneous production of electric and thermal energy or through lower negotiated electric rates. He was project manager for several confidential client municipal utility projects as well as for several large industrial clients.

On-Site Thermal and Power Plant, Boston, Massachusetts

Massachusetts Water Resources Authority (MWRA)

Mr. Bushnell performed engineering design services for the On-Site Thermal Power Plant which will provide district heating and back-up electrical power for the new MWRA Deer Island Wastewater Treatment Facility serving the greater Boston metropolitan area. The project includes two gas turbines, each 27 MW, and a steam plant with two 600 psi boilers burning digester gas or oil, an 18 MW topping steam turbine and associated auxiliary equipment. As part of the design team, Mr. Bushnell developed P&IDs, system requirements, equipment specifications, and operating procedures. He was responsible for design of four water systems; demineralizer, high temperature water, component cooling and circulating water.

Due Diligence Reviews

Reciprocating Internal Combustion Engine (RICE)

HFO Diesel Engine Plant, Tagetia Power Station, Dar Es Salaam, Tanzania

Confidential Client

Client required a due diligence review of the Tagetia Power Station for the sale of the project, a 100 MW heavy fuel oil (HFO)-fired diesel engine plant consisting of 10 Stork-Wartsila 18V38 engines. Mr. Bushnell performed the technical assessment of the plant, with the goal of developing an independent constructed cost estimate for the contractor's arbitration. This included a site review, reviewing the equipment and project drawings. The actual construction means and methods were also needed which included assessment of the access roadways, supply of concrete, etc., as well as import duties and experience of contractors.

LFG Generation Expansion Projects, Various Landfills, Detroit Area, MI

Confidential Client

This project included the evaluation of potential options to expand power generation at three landfills. Mr. Bushnell developed capital and operating costs and a pro forma analysis for various plant configurations including simple- and combined-cycle combustion turbine plant options.



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HFO Diesel Engine Cogeneration Project, Choloma, Honduras;
Citibank.

This project involved due diligence review of a fast-tracked 280 MW heavy fuel oil-fired diesel engine with a steam turbine cogeneration plant. Mr. Bushnell provided the site review, O&M cost projections, the O&M procedures and assessed the design for reliability and redundancy of the project which consists of 14 MAN diesel engines and the associated ancillary equipment, a 17 MW steam turbine generator, and an upgraded fuel oil storage terminal located at the nearby port.

Haripur Barge HFO-to-Natural Gas Conversion Project, Haripur, Bangladesh
Confidential Client

Mr. Bushnell provided the review of the technical aspects of the power generating equipment of this barge-mounted diesel project, particularly during the implementation and testing of the conversion from HFO to natural gas of the Wartsila 18V46 diesel engines.

HFO Diesel Project, Tipitapa Plant, Annual O&M Review, Tipitapa, Nicaragua
Inter-American Development Bank

This project consists of five 10.7 MW heavy fuel oil-fired Wartsila 18V38 diesel engine generators. Mr. Bushnell is responsible for annual O&M review of the facility, including site visits, practices and procedures, budget reviews and disbursement of funds.

Combustion Turbine Generators (CTG)

Landfill Gas (LFG) Facility Expansion, Rhode Island and California
Confidential Client

Perform due diligence review of two near-identical combustion turbine landfill gas to energy combined-cycle projects in California and Rhode Island. This LFG project used a new, proprietary LFG clean up system to pre-treat the fuel prior to use in the engines. Project continued through construction monitoring and performance testing of both facilities.

LFG CTG Combined Cycle Edgeboro Landfill Plant, Sayerville, New Jersey
Confidential Client

The company was retained to perform a facility evaluation and fatal flaw analysis of the landfill facilities and power plant including an estimation of the future LFG supplies, O&M costs, potential revenues, and the expected cost of collection system upgrades. Mr. Bushnell performed these services with regard to the power plant facilities, which consisted of two Solar combustion turbine generators in a combined-cycle configuration.

Kennedy International Airport Cogeneration, Annual O&M Due Diligence, New York
Bank of New York.

Mr. Bushnell was responsible for the annual O&M due diligence review of the costs, budgets, practices and procedures for a 107 MW natural gas-fired combustion turbine combined-cycle cogeneration facility that supplies power, chilled water, hot water and steam to the airport terminals.



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LFO Alborada CTG Power Plant, Annual O&M Review, Esquintla, Guatemala

This project consists of two 40 MW fuel oil-fired combustion turbine generators supplying grid power, located in rural Guatemala. Mr. Bushnell is responsible for annual due diligence review of the facility as well as the witnessing of annual utility performance testing required by the PPA to verify compensation adjustments.

Owner's Engineering Services

The role of Owner's Engineer is to assist the Owner in developing the project and giving guidance on the progress of its development, design, construction and operation.

10-Year Power Generation Expansion Planning, Caribbean Utilities Company (CUC), Grand Cayman, Cayman Islands, B.W.I.

This project involved development of the 10-year generation expansion plans over which time the island's load was expected to double. Mr. Bushnell was responsible for several projects associated with this client. These responsibilities included development of EPC contract documents, technical and life-cycle cost analyses of EPC bids, heat recovery/ combined-cycle expansion analyses, fuel storage expansion, groundwater engine cooling development, environmental compliance plan development including spill prevention and oily waste processing.

Alternative Energy Analysis, CUC, Grand Cayman, B.W.I. Caribbean Utilities Company

The purpose of the study was to advise CUC on the near-term potential for beneficial use of renewable and emerging technologies for power production on Grand Cayman. Technical, economic, and environmental issues were considered. The analysis considered the current state of the technologies and their potential over the next five years. Mr. Bushnell provided the technical (including current states of technology) and cost assessment of numerous options including wind, solar, ocean thermal energy conversion (OTEC), solid fuels, LNG and other ocean energy technologies that would be installed on the island.

Siting Assessment of Distributed CHP Plants, Bermuda Bermuda Electric Light Co., Ltd. (BELCO)

This project involved developing HFO and LFO RICE CHP plant concepts for use in a siting survey of potential new, distributed power plants for the island since the current power station is near capacity while the island load continues to grow.

Integrated Resource Plan Revision, Island of Guam Guam Power Authority

Assisted in developing capital and O&M cost estimate for generation options including conversion of their existing RICE engines to liquified natural gas. The IRP included review of environmental considerations due to GPA's use of HFO as the primary fuel on the island. Mr. Bushnell evaluated the condition of the existing assets as well as the technical and financial aspects of the conversion of 40 MW slow speed RICE engines from HFO to LNG.



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Evaluation of Island Generation Assets

Confidential Client

Mr. Bushnell assisted in the technical evaluation of numerous generation assets on several islands to support the potential acquisition of said assets. These generators included LFO fired boilers and associated steam turbines, HFO fired RICE assets and LFO fired CTGs on the islands of Jamaica and Grand Bahama.

Generation Expansion Planning Study, Greens Creek Mine, Admiralty Island, Alaska

Kennecott Minerals Company

Mr. Bushnell was the Project Manager for this generation expansion study project, which involved investigating power options to supply the energy needs of a mine located on an isolated island off the coast of Juneau, Alaska. The study investigated various options for increasing the generation at the site while maintaining the existing emissions limits on the island that is an environmentally sensitive national monument. The system had a limited available space and very limited access and had to maintain very high reliability.

HFO Pedregal Diesel Plant, Pacora, Panama

El Paso Energy

This project involved the EPC contract review, shop drawings and variations request review and acceptance testing of a facility consisting of this 50 MW, three MAN B&W diesel 18V48/60 engines. Mr. Bushnell was responsible for the technical reviews and the acceptance testing review for the Owner.

Natural Gas RICE Plant, Toronto, Canada

Confidential Client

Mr. Bushnell provided a pro forma review of several small natural gas-fired cogeneration plants. Hot water from the heat recovery system provided heat and carbon dioxide from the exhaust were processed through a three-way catalytic converter prior to being vented into vegetable greenhouses to enhance growth.

Combined-Cycle Power Plant, Eloy, Arizona

SouthWestern Power Group II

SouthWestern developed a 1,800 MW combustion turbine, combined-cycle power plant in Arizona. The plant would consist of three 600 MW power blocks utilizing General Electric Frame 7FA combustion turbines in a 2-on-1 combined-cycle arrangement with supplementary firing of the heat recovery steam generators. The plant will be connected to the transmission system through 345 kV and 500 kV interconnections and will have a zero-discharge wastewater system. Mr. Bushnell coordinated and developed the conceptual design, capital and O&M cost estimates, plant performance estimates and provided permitting support.

Generation Plant Expansion Evaluation, Village of Freeport, New York

Freeport Electric

This project involved a range of owner engineering services relating to upgrading Freeport's two



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electric power plants. Mr. Bushnell assisted in developing a study evaluating expansion alternatives ranging from 5 MW dual fuel reciprocating engines to 25 MW CTGs as well as studying the replacement of the entire plant with two new 44 MW CTGs.

Repowering Study, Brownsville Public Utilities Board Brownsville, Texas

Brownsville intends to repower an existing 25 MW steam turbine with a new General Electric LM6000 Sprint CTG and heat recovery steam generator. Brownsville also wanted the option to install the LM6000 in a simple-cycle configuration. Mr. Bushnell helped develop a conceptual design and a performance estimate for both configurations and then developed EPC bid documents for both.

Solar Due Diligence

Working for an independent power producer, Mr. Bushnell performed due diligence reviews of various PV projects including ground mount, roof top and ballasted system on landfills including a USEPA Superfund landfill location in Vermont. He developed performance reviews using Helioscope and PVsyst including 3-D modeling. PV projects were located in Massachusetts, Vermont, New York, Florida and Hawaii. Over 38 MW of PV projects were diligenced, constructed and completed. He assisted in the completion of the development of a portfolio of 16 MW that were sold prior to construction. Mr. Bushnell provided the technical development assistance for a 44 MW solar project in Panama.

Battery Energy Storage System Due Diligence

Mr. Bushnell developed a 300kW solar PV carport and battery energy storage system for a behind-the-meter project on the big island of Hawaii. Performed technical reviews of numerous battery technologies including vanadium and zinc flow batteries and lithium ion solid state batteries. Mr. Bushnell also managed the local consultant's development of permitting and interconnection designs.

Wind Turbine Construction Monitoring

Mr. Bushnell performed construction monitoring services on several utility-scale wind turbine projects in the US and Canada.



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Shauneille Bowers Administrative Assistant

General Background:

Experienced clerk and administrative assistant with 25 years of experience within customer service, transportation, warehouse, hospitality, and food industries.

Education:

High School Diploma

Princess Margaret Secondary High School, Antigua West Indies

1987-1991

Professional Experience:

Office Utility Clerk

Crowley Caribbean Services, LLC, St. Thomas, U.S. Virgin Islands

November 2004-October 2021

- Adhere and comply with customs rules and regulations pertaining to shipping to and from the United States and Caribbean
- Handles inbound and outbound cargo and create files for shipping to and from U.S. to Caribbean
- Generate bills of lading for import and export of cargo
- Display excellent customer service skills
- Creating bookings
- Handling payments/Cashiering
- Prepare damaged goods claims for customers
- File clearance for all shipments as records for customs audit cleared through U.S. customs and border protection
- Processing documentation through the U.S. and customs border protection systems for movement of import/export cargo

Administrative Assistant

Creques Distributing, St. Thomas, U.S. Virgin Islands

May 1998-March 2004

- Create files and file clearances for LCL cargo inbound
- Notify customers of the arrival of cargo
- Provide pertinent information for tracking and the whereabouts of customer shipments to achieve customer satisfaction
- Assist with locating and distributing of cargo in the warehouse
- Communication both written and verbal
- Prioritization and problem-solving, organization and planning
- Research and analysis
- Microsoft word

Banquet Staff

Marriot Frenchman's Reef, St. Thomas, U.S. Virgin Islands

April 1998-June 2002

- Respond promptly to customer concerns
- Professionalism in mannerism and appearance
- Setup and takedown of banquet area
- Relaying food and beverage orders while maintaining high level of cleanliness and sanitary practices
- Multitasking by catering to questions and exceeding customer service expectations

Skills:

- Completion of computer class, Typing , Customer service skills, Microsoft office



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Boni (Berneice) B. Martin

Project Controls Specialist

Boni Martin has spent 30 years in the construction industry and for the last 20 has specialized in new power production construction, Document Control, and Project Regulatory Compliance.

PROFESSIONAL EXPERIENCE

1991-1997 Sun State Builders Construction, Phoenix, AZ – Ms. Martin provided project coordination, document control, regulatory compliance, and managed government bids. She was also responsible for the lien & release process for all subcontractors. She was responsible for the procurement needs for various projects. She assisted with creating and reviewing the Request for Proposals (RFP), bidding, and contractor management with Regulatory oversight. She served as field support for safety programs and coordination of the field offices with corporate.

Formulated the Sun State Builders OSHA Construction Safety Program manual and initiated program company wide. Obtained OSHA Certification as a Safety Trainer in the basic safety classes and Competent Person Certifications for trench safety, fall protection and scaffolding.

1997-1999 Simac Construction Company, South Carolina: Ms. Martin provided the Administrative Start-up, coordination and organization of a new regional sale office in Phoenix, AZ. She was responsible for marketing, sales support, project coordination, and the safety program. She provided field support for Human Resources, payroll, and coordination with the home office.

2001-2003 New Generation, Pinnacle West Energy, Phoenix, AZ; Provided project Administrative Control Services supporting the construction of new capital generation.

WEST PHOENIX POWER PLANT (APS) COMBINED CYCLE UNIT #4 POWER BLOCK CONSTRUCTION:

117 MW combined cycle unit. Provided project document controls and administrative support. Developed a manual Document Control process to ensure APS' compliance with the Sarbanes Oxley Act (SOX). The system was used for 4 years and retired for a new automated Document Data Base System purchased by APS. Managed the NERC/GADS reporting for all 5 Units.



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WEST PHOENIX POWER PLANT (APS) COMBINED CYCLE UNIT #5 POWER BLOCK CONSTRUCTION and Plant Support for Four Other Units:

897 MW Five Unit Plant (five CTs configured into 3 CC units) Managed the NERC/GADS reporting for all 5 Units.

2003-2005 SILVERHAWK COMBINED CYCLE POWER BLOCK CONSTRUCTION New Generation, Arizona Public Service and Las Vegas Valley Water District, Las Vegas Nevada:

664 MW CC with an Air-Cooled Condenser - Boni functioned as Buyer for the plant's \$3.7M initial spare parts budget and the procurement of the maintenance shop equipment, administrative office and warehouse set-up requirements. Provided budget management, corporate reporting and accountability. She was the Warehouseman with Hazardous Waste Shipper certification and utilized MLIS for procurement tracking, purchase orders, invoice approvals, receiving, stocking, and staging. She managed the Storeroom material requests for both Operations & Maintenance and was a certified proctor for the Edison Electric Institute administering the Mechanical Aptitude and Plant Operations (MASS/POS) pre-employment testing requirements. She was certified to read and report emission opacity.

2005-2009 New Generation & Major Capital Projects, Arizona Public Service, Corporate Offices, Phoenix, AZ:

During Ms. Martin's time with New Generation, she managed oversight and construction coordination for five new generation projects. She was responsible for project regulatory compliance to include the DOT, SOX, ISO14001, and OSHA. She was the Document Control and Management Principles trainer for the Generation Engineering group and was an advisory member of the Corporate Records Retention Team. She developed and implemented a reorganization plan and subsequent continuous maintenance plan for the Fossil Generation Engineering Services (FGES) paper library and all Power Plant Fleet documentation. Provided input to corporate Digital Document Conversion Committee as they develop a corporate version of the FGES/E-Doc web-based system. In addition, she performed Beta Testing services to IS prior to roll-out of new programs. She provided input to IS E-Doc group as the FGES program is developed, provided input on outside scanning systems & programs to improve compliance and efficiency. Provided construction oversight of drawings & documentation, Front End Engineering Design and provided historical baseline documentation for contract development, historical data for future performance and plant studies. She managed Requests for Information and ensured timely, accurate response, Change Order Requests - Research backup for cost analysis; Engineering Change Notices or Field Changes. Process all As-Built drawings and documentation for input into EDCS, E-Docs for maintenance research, new project development and future studies. Coordinate drawings and documentation transmitted between FGES and outside contract engineering firms (EPC) hired to design projects.



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PROJECTS:

FOUR CORNERS SO2 OPERATORS SIMULATOR DOCUMENTATION FOR DEMOLITION SUPPORT Fruitland New Mexico:

Provided front-end engineering design documentation and support for the RFP and EPC contract to remove obsolete simulators making space for upgrades.

SUNDANCE POWER PLANT 450 MW PURCHASE FROM PPL Douglas, AZ:

10 quick start, simple cycle, natural gas-fueled power station. Provided due diligence review of the drawings & documentation for completeness, regulatory compliance and prepared the document deliverables exhibits for the purchase contract.

CHOLLA COAL FIRED POWER PLANT, MAJOR ENVIRONMENTAL UPGRADES Joseph City, AZ:

UNIT 1 – Wet scrubber upgrade

UNIT 3 – Demolition of existing precipitator

UNIT 3 - Construction of new pulse jet baghouse system and scrubber

UNIT 4 – Construction of new pulse jet baghouse system and scrubber

2009-2015 FOUR CORNERS 5 UNIT COAL FIRED POWER PLANT ENGINEERING DEPARTMENT Fruitland, NM.

Prior to and during Ms. Martin's time with the FC Plant Engineering group, she served as the plant Records Manager for 8 years. She was responsible for project regulatory compliance to include the DOT, SOX, ISO14001, and OSHA. She was the Document Control and Management Principles trainer for the plant and she continued as an advisory member of the Corporate Records Retention Team and the End Users Support teams. She was responsible for regulatory compliance, a conversion project from paper to digital record keeping, and began records alignment audits. She developed the program of digital scanning for Union personnel and managed teams of up to 12 staff at any given point in time.

2015-2020 FOUR CORNERS UNITS 4 & 5 SELECTIVE CATALYTIC REDUCTION UNIT CONSTRUCTION/RETROFIT Fruitland, NM.

Ms. Martin was responsible for the SCR project regulatory compliance to include the DOT, SOX, ISO14001, and OSHA. In addition, she provided the Beta Testing of the APS first Critical Infrastructure Protection Act (CIPv5) Roll-Out for a Medium Risk



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Facility. She was responsible for over 2,000 contractors ensuring CIP compliance during a 3-year period. She served as Document Control, Contractor Safety oversight and Training, and CIPv5 Medium Risk Compliance Training. She was a Certified APS "Owners Representative" for the project. She was also responsible for the Export Compliance for all International contractors and vendors.

EDUCATION:

High School Graduate

College – 1 year Accounting & Business Law

WORKSHOPS, TRAINING SEMINARS AND CERTIFICATIONS:

EEI Testing Proctor Certification, Standards of Conduct

EPA Opacity Read/Report, ISO14001 Standards

OSHA Safety Trainer Certification, Trench Safety Competent Person Certification, Federal Motor Carrier Safety, Occupational Ergonomics, Scaffold Standards Competent Person Certification, Trench Safety Competent Person Certification, CPR Certification, Emergency Management and Basic First Aid,

DOT Hazardous Materials Shipping Certification

ARMA American Records Management Association member, Certified Disaster Preparedness/Contingency Planning, Disaster Recovery, Compliance & Legal Holds

IBM FileNet ECM_P8 (Share Point) Power User Certification; FileNet P8 for Administrators

APS Export Compliance Training, CIP v5, Human Performance Improvement Training, Hazardous Materials Initial Training, Hazardous Materials Bill of Lading Training, Lock Out Tag Out; Incident Investigation

***WATERMARK LEARNING PDU PM** Project Management Essentials (14 Units), Essentials Case Study*

***FRANKLIN COVEY** The Four Essential Roles of Leadership, The Seven Habits of Highly Effective People, Leading at the Speed of Trust, Unconscious Bias, Six Critical Practices for Leading a Team*

***Engineering Specific Software experience required to interface with external Contract engineering firms** Document Locator, Brava, J07, J05, Pnet, Citadon, Buzzsaw, EDOC, EDMS, EDCS, and ACONEX*

***REGULATORY AGENCIES** worked with Office of the State Engineer, NM; Bureau of Indian Affairs; Department of the Interior; EPA for NEPA Evaluation, River Station, Lined Ash impoundment Lined Decant Water Pond to include Piezometer & Settlement Reports; Interstate Stream Commission*



West Peak Energy, LLC

Gregory E. Brown, PE **Civil/Structural Engineer**

Structural Engineer with extensive experience in project management, program management, structural design and civil and structural engineering due diligence reviews. Experience includes power generation, transportation and facilities related projects. Creative problem solver with the ability to concurrently manage and perform multiple projects/tasks and the ability to develop and review contract documents, calculations, site plans and other construction related documents.

PROFESSIONAL EXPERIENCE

Independent Power Consultant
(2019 to Present)

- Performed due diligence reviews of various commercial and utility scale PV projects with a combined capacity of over 300MWac and included ground mount, rooftop, carport as well as ballasted systems on landfills. PV projects were located in Massachusetts, Nebraska, Oregon, Rhode Island, Texas and Virginia.

Representative Projects included the following:

- Confidential Client – Due diligence reviews of two greenfield PV Projects in Texas with nominal capacities of 150 and 175MWac. Review and evaluations included fatal flaw review and reviews of civil-site engineering and design;
- Capital Dynamics Distributed Generation Platform – Civil, site and structural due diligence reviews of two small utility scale PV projects a combined capacity of approximately 2.5 MWac which were located on greenfield sites.
- Solect / Enel X Portfolio – Structural fatal flaw and due diligence review for nine ballasted rooftop projects located on schools and industrial structures in Massachusetts and Rhode Island. The projects had a combined capacity of approximately 2.3 MW.
- CD Clean Energy and Infrastructure VII JV (Holdco), LLC and Capital Dynamics, Inc.– Civil, site and structural due diligence reviews of a portfolio containing nine individual solar projects with a combined capacity of approximately 33.8 MWac. Projects were all greenfield sites and were located in Nebraska, Oregon and Virginia.
- Borrego Solar - Performed civil, site and structural due diligence review for an approximately 467 KWac carport solar facility on Martha's Vineyard.

APTIM (formerly, a portion of Chicago Bridge & Iron), Canton, MA

Senior Project Engineer (2014 to Present)

- Performed owners engineering and independent engineering services including the review of technical documentation related to thermal power generation projects. Produced technical due diligence reports for potential lenders or equity investors explaining potential project risks and/or indicating that the proposed project design was in accordance with typical industry practices.
- Provided civil/structural and constructability reviews (including the review of construction drawings and bid specifications) for transportation, general building and power generation projects which have been developed by third-party engineers hired by the client.

- Performed design services, including the analysis and development of canal bulkheads for remediation project, and the creation of rigging plans for demolition projects.
- Provided various, transition planning services and studies to ensure that client needs related to ongoing construction project completion and coordination with other associated ongoing projects were met.
- Developed change order documents for several in-construction building and power generation projects.
- Reviewed structural inspection reports and coordinated order of magnitude cost estimating services relating to repairs noted within said reports.

Leidos Engineering, LLC (formerly SAIC/R.W. Beck, Inc.), Framingham, MA

Senior Consulting Engineer (2010 to 2014)

Consulting Engineer (2000 to 2010)

- Reviewed technical documentation related to over 55 solar power generation projects. Reviewed the civil and structural aspects, including land issues, structural design criteria, and subsurface risk allocation and mitigation, as well as due-diligence reviews of the project costs and construction schedule. Performed site visits to assess the conditions of the proposed project sites. Produced technical due diligence reports for potential lenders or equity investors explaining potential project risks and/or indicating that the proposed project design was in accordance with typical industry practices.

Representative Projects included the following:

- Recurrent Energy – Due diligence reviews of nine individual solar projects with a combined capacity of approximately 180 MW. All projects were located on greenfield sites.
- Exelon, AV Solar Ranch - Due diligence review for a 250 MW greenfield solar project.
- Citizens Energy Massachusetts – Due diligence reviews of five individual solar projects with a combined capacity of 9.24 MW. Projects included a combination of greenfield and landfill sites.
- Duke Power – Performed off-warranty review/condition assessment of four 1-MW projects. Included visual and physical inspections of the existing solar projects that were near completion of initial warranty period.
- Reviewed technical documentation related to power generation projects employing numerous technologies (including thermal, wind, biofuel, gasification and waste-to-energy power generation methods). Produced technical due diligence reports for potential lenders or equity investors explaining potential project risks and/or indicating that the proposed project design was in accordance with typical industry practices.
- Assisted development of teams/internal processes for third party engineering wind turbine foundation design reviews.
- Led third party engineering teams that provided technical reviews of wind turbine foundation designs. Coordinated with project owner and design engineer to review design calculations and structural drawings and to resolve technical issues related to each foundation design. Produced (for each project) a report confirming that the design was performed in accordance with wind industry practice and/or noting potential design or site risks was produced.
- Monitored construction activities on various thermal and wind power projects to document construction progress and to illuminate potential issues related to the construction activities for lending groups .
- Prepared and performed technical reviews of contract documents for various thermal and solar power generation projects.
- Performed feasibility studies and site screening studies for wind power projects for municipal and private entities within Massachusetts, including on-site reviews of potential utility-grade wind turbine locations, conceptual civil/site engineering designs and preparation of concept level capital cost analyses.
- Managed various tasks associated with the FEMA sponsored cleanup of hurricane related debris in Orlando and Miami-Dade County, Florida including day-to-day management and interface with client and contractors, supervision and training

of approximately 800 collection monitors. Managed and performed project close-out activities to allow clean-up cost reimbursements to the municipalities from FEMA.

Stone & Webster Engineering Corporation, Boston, MA

Senior Structural Engineer (1995-2000)

- Administered a task order engineering services contract for the Massachusetts Bay Transportation Authority, including direct supervision and performance of engineering, design and construction phase tasks for light rail and bus maintenance facilities. Performed day-to-day project administration of the projects and provided technical and administrative direction, coordination of engineering, scope development, and the management of sub-consultant services.
- Developed bridge type studies, sketch plans, and construction documents, including plans, specifications and cost estimates, in accordance with Massachusetts Highway Department criteria for several elevated structures including a continuous two-span steel bridge composed of a structural steel beams with a composite concrete bridge deck, an existing single span, through-truss bridge with concrete deck.
- Produced condition assessments and bridges rating reports for a number of existing bridges of various complexities throughout the Commonwealth of Massachusetts. Performed walk downs of each bridge, and produced calculations in accordance with the Massachusetts Highway Department Bridge Manual, AASHTO Standard Specifications for Highway Bridges and the AASHTO Manual for Maintenance Inspection of Bridges.
- Performed emergency inspections of a number of concrete arch bridges throughout Massachusetts.
- Designed and engineered bus, rail and service vehicle maintenance facilities for the Connecticut Department of Transportation, the Greater Cleveland Regional Transit Authority and other municipal agencies. Prepared calculations, plans and specifications for contract packages, and coordinated with other engineering disciplines to eliminate design conflicts. Performed shop drawing review of structural steel and concrete submittals and provided technical support to resolve fabrication issues.
- Performed condition assessments (including seismic analyses) and produced structural renovation designs for a variety of industrial, infrastructure and governmental facilities (including single and multi-story buildings/structures and bridges) on a worldwide basis. Clients included the United States Department of State, Harvard University, the Connecticut Department of Transportation, the Massachusetts Bay Transit Authority, and the Massachusetts Highway Department.

EDUCATION

Cornell University, Ithaca, NY

Master of Engineering – Structural Engineering

Rensselaer Polytechnic Institute, Troy, NY

Bachelor of Science – Civil Engineering

LICENSES

Massachusetts – Structural, No. 37131

Rhode Island – Civil, No. 6395

SKILLS

Microsoft Excel, Microsoft Word, Microsoft PowerPoint, RISA-2D, STAAD, GT STRUDL, AutoCAD, MicroStation, LPile

RESUME

RONALD R. LEADERS



Current Positions: Contract Solutions Group ~ Principal
Law Offices of Ronald Leaders ~ Principal

Work Experience

Over 35 years in the design and construction industry, with an emphasis in claim avoidance, improved contracting practices, claim resolution and creative problem-solving legal advice in the design and construction industry. Claims attorney for national constructor on large infrastructure projects. Instructor and trainer in over 20 contract negotiations, design/build contracting, risk management, dispute avoidance/early dispute resolution and project management improvement subjects. Claims manager for captive insurer, underwritten by Lloyd's of London, developing and implementing claim avoidance and construction document QA procedures. Claims consultant for numerous infrastructure claims, focusing on claim avoidance, claim entitlement evaluation and negotiated resolution of claims. General Counsel for design firm responsible for negotiation of all major contracts, change orders, disputes and claims for more than 30 years. Implemented mutual interest negotiation approach into all contract administration procedures, with significant improvement in project performance and profitability.

Areas of contracts, claims and legal emphasis include: Contract negotiations, design/build contract documents, design and construction contract documents, QA reviews for claim avoidance, resolution of disputes, claim analysis and assessment, claim management and resolution, professional neutral and advocate in mediation and arbitration of construction disputes.

Relevant Project Experience

Construction Teaming, Alignment and Dispute Avoidance

- **Tarrant Regional Water District, Fort Worth, TX.** Construction teaming and risk management consultant to program manager R. W. Beck/AECOM on \$2 billion water pipeline project from 2009-2016. Annual fees more than \$100,000, with commitment for entire 8 year project. Provide guidance and implement project practices and procedures regarding project team issue resolution and dispute avoidance, project risk allocation, owner risk management approaches, claim avoidance strategies, improved change order administration and designer selection criteria to develop more integrated design/construction teams on 10 separate pipeline segments, with heavy emphasis on

development of partnering and teaming project delivery methods.

- ***Olympic National Insurance Company.*** Claims Manager for a Lloyd's of London underwritten captive insurance program for 20 years. Ron was primarily responsible to develop and implement an extensive program of partnering, teaming, dispute facilitation and early dispute resolution programs on public infrastructure construction projects for a national engineering firm to improve construction administration practices, with the result of reducing the costs of construction disputes to less than half of the costs based on prior traditional industry construction administration practices. These programs utilized industry research on communication, collaboration, team-building and other performance enhancement techniques to obtain improved project performance.
- ***Caribbean Utilities Expansion.*** Cayman Islands. \$100 million electrical generation project expansion for 10 year expansion program started in 2001. Project partnering consultant to Owner's Engineering Consultant, to provide guidance and implement revised contract terms and contract administration practices to fully achieve integrated project team approach for an innovative strategic alliance contracting approach with European vendors and contractors. Developed and implemented partnering and teaming approach throughout the life of project, prepared procedures to ensure senior management buy-in and continued support, coached project participants in dealing with substantial problems during project through reliance on existing partnering and teaming structure. Project phases were delivered on budget and ahead of schedule.
- ***MGM City Centre Project, Las Vegas.*** \$8.2 billion project to design and construct a self-contained city community including roadways, dedicated power, water and waste treatment facilities and all supporting civil infrastructure. Project completed December 2009. Project partnering and issues facilitation consultant to develop and implement partnering and facilitation processes to address significant design issues involving designers, designer insurer, owner, owner's program manager, owner's construction manager and prime construction contractor. Ron performed important pre-partnering work with individual firms and then developed, implemented and led group partnering, project alignment and issue facilitation sessions involving project stakeholders.

Claim Avoidance, Evaluation and Resolution

Apply contracts, legal and claims knowledge to various construction claim situations.

Implement mutual interest negotiation principles into claim negotiation and resolution practices, for improved resolution of claims. Heavy emphasis on claim avoidance and early resolution of claim situations.

- **Seattle Department of Transportation (2008)**

Prepared Disputes and Claim Process section for SDOT Construction Administration Manual.

- **Bellingham Children's Museum (2009 – 2011)**

Provided claim evaluation and mediation resolution services for City on \$1.4 million contractor claim. Lead attorney in arbitration defense of claim, involving substantial delay claim analysis.

Dispute successfully resolved in second mediation at 15% of claim.

- **Shoreline, WA Aurora Avenue Claim (2011 – 2013)**

Provided claim evaluation, claim defense and mediation resolution support for City on \$4 million contractor claim. Organized and led multiple discipline claim defense team. Claim successfully resolved for less than 25% of claim.

Bid Document QA and Constructability / Bidability Reviews

Evaluate complete construction package for compliance with project risk assessment and allocation plan or risk registry, and correct ambiguities or inconsistencies to reduce contract claims

- **Seattle DOT (2009)**

Performed Bid Document QA and Claim Avoidance review for First Avenue South project and identified numerous changes in design documents to reduce claim exposure prior to bidding.

- **Sound Transit (2000)**

Provided QA review of proposed tunnel design/build bid package and evaluated areas of improvement to reduce claims and overall project cost contingencies.

- **AMP Ohio Coal Plant Construction (2007, \$800 million facility)**

Contract and claim avoidance specialty services of procurement documents provided to R. W. Beck, Owner's Engineer. Project included significant structures in an industrial complex.

Construction Contract Administration

Provide training and guidance to construction contract administrators for more than 30 years as General Counsel to large international construction firm and national engineering firm. Hands-on experience in implementing administration practices for Federal, state and private industry construction contracts.

- Served as Manager of Contracts for multi-billion dollar Saudi Arabian construction contract implementing all Federal contract clauses and administrative requirements under contract with U.S Corps of Engineers
- Implemented upgrades to procurement procedures, contract clauses and contract administration practices to comply with Federal contracting requirements, for Sound Transit (Seattle area multi-billion dollar transit organization) and Kitsap Transit in Washington State.
- Extensive experience in applying construction administration requirements during construction projects, change order evaluations and claims resolutions.
- One of 12 original drafters of the Engineer Joint Contract Documents Committee work group which drafted the initial design-build family of construction documents for EJCDC. This required an extensive understanding of the administration practices and best practices for construction contracting.

Resolution of Claims Based on Deficient or Ambiguous Bid Documents

- More than 20 years as Arbitrator or party legal counsel evaluating and resolving more than 20 construction claims valued in excess of \$25 million based on inadequate bid documents.
- 2004 – Present: Developed and presented more than 10 all-day training workshops to

Washington public works professionals heavily involved in roadway construction on claim avoidance, including QA bid document evaluations and other claim avoidance techniques.

Training, Presentations and Publications

Construction Negotiation – <i>WSDOT Local Programs Workshop</i>	Feb. 2020
10 negotiation workshops to national clients for The Negotiation Institute	2013-present
Construction Negotiation – <i>WSDOT Local Programs Workshop</i>	April 2016
Construction Negotiation Workshop – <i>AKDOT in Fairbanks and Anchorage – 2 day programs</i>	April 2016
Construction Negotiation Workshop – <i>NDSU Upper Great Plains Transportation Institute, with participation of State DOTs from ND, SD, MT and WY</i>	March 2016
Change Order Negotiation – <i>WSDOT Local Programs Workshop</i>	May 2015
Neutral Facilitation in Construction – <i>Daily Journal of Commerce</i>	April 2015
Lessons-Learned from SR99 Tunnel Claims – <i>APWA Conference</i>	October 2014
Change Order Negotiation – <i>Negotiation Institute Workshops</i>	8 national programs in 2013-2015
Neutral Project Facilitation – <i>CSG and Synergistic Teaming Workshops</i>	3 workshops during 2013-2014
Contracts and Dispute Resolution – <i>Washington Cities Insurance Authority</i>	April and Sept. 2012
Re-Tooling Change Order Practice – <i>CSG Webinar</i>	Sept. 2011
Change Order Management – <i>Project Scheduling and Delay Analysis – Webinar</i>	Sept. 2011
Change Order Management – <i>Issue and Dispute Resolution – CSG Webinar</i>	Sept. 2011
Author of more than 15 quarterly articles in American Public Works Association – Washington Chapter magazine Contracts Corner feature, covering various contracting, change order administration, claim avoidance and dispute resolution topics	March 2008 to present
Successful A/E Collection Practices – <i>PLAN Insurance Agents national webinar</i>	Dec. 2010
Advanced Contract Negotiations – <i>Beazley Insurance national webinar</i>	Sept. 2010
Change Order Negotiations – <i>CSG Workshop</i>	July 2008
Utility Coordination & Risk Allocation – <i>CSG Workshop</i>	April 2008
Schedule Analysis and Delay Claims – <i>CSG Workshop</i>	March 2006
Improving Construction Change Order Management – <i>CSG Workshop</i>	May 2007
Design Professional Risk Management and Advanced Contract Negotiations – <i>CSG Workshop in North Carolina and South Carolina</i>	October 2006
Successful Public Works Contracts from Z to A – <i>APWA Washington</i>	February 2006

Chapter

Evaluating and Resolving Construction Claims – <i>CSG Workshop</i>	October 2005
Improving Construction Change Order Management – <i>CSG Workshop</i>	August 2005
Improving Owner Cost Control and Claim Recovery for A/E Services - <i>CSG</i>	April 2005
Managing Contractor Claims, <i>Washington Cities Insurance Authority</i>	Nov. 2004
Managing Contractor Claims by Public Owners, <i>Washington Counties Risk Pool</i>	October 2003
Design–Build and Construction Management Contracting, <i>Lorman Education Services</i>	Dec. 2002
Strategic Alliances Need Infrastructures: Use of Long Term Contracts to Improve Contracting Results, <i>Electrical World</i>	September 1998
New Contracting Approaches for Cost Control and Risk Allocation, <i>Northwest Construction Consumer Council, Seattle, Washington</i>	February 1996
Teaming and Partnering, A Design Professional Perspective <i>American Public Works Association, Spokane, Washington</i>	October 1995

Positions and Responsibilities

Vice President and Senior Consultant, Contract Solutions Group Vashon, Washington

1999 – Present: Provide management consulting and training on various types of construction industry contracting issues, focusing on contract documents, contracting practices and administration, change order and claim evaluation and resolution. Emphasis is on non-litigation resolution of construction disputes and improved project management and contracting practices.

General Counsel, R. W. Beck and Associates Seattle, Washington

1979 – 1999: Provided all legal advice, claim avoidance guidance and construction bid document QA reviews to consulting engineering firm of 675 personnel. Projects included all infrastructure projects, including roadways and structures.

Associate General Counsel, Morrison-Knudsen Company Boise, Idaho

1975 – 1979: Provided all legal advice to domestic engineering and construction activities of Fortune 500 construction company. Emphasized contract evaluation and negotiations. Performed bid document reviews to identify potential claim opportunities. Performed claims preparation and negotiations. Extensive experience on large design and construction projects, including roadway and structures. Work included 2 years as Contracts Manager on multi-billion dollar Saudi Arabian construction project working for U.S. Corps of Engineers.

Contracts Manager, Bechtel Corporation
San Francisco, California

1972 – 1975: Prepared and negotiated contract documents and negotiated contracts for petrochemical and industrial projects, such as boilers for electrical generation stations. Field contract administration of subcontractors on \$50 million petrochemical project.

Training and Credentials

Completed 4 advanced construction contract workshops on contract administration and claims resolution,, totaling 160 hours of instruction; Member, Chartered Institute of Arbitrators (UK), 2001; American Arbitration Association (AAA) Arbitrator Updates 2001-2007, AAA Advanced Arbitrator Training, 1995; AAA Mediator Training, 1994; Harvard Law, Project on Negotiation, Certificate to Train Negotiation, 1998 and Facilitated Negotiation Skills Training, 1994; Dispute Review Board Foundation, Chair and Panel Member training, 1999; Georgia Tech, B. Chemical Engineering, 1966, M.S. Metallurgy, 1971; University of San Francisco Law School, 1975.