

## **OVERVIEW**

Mr. LeMaster's electric utility industry experience pertains to:

- Power Plant Management and Performance Improvement
  - Fossil, waste-to-energy, and renewables
  - Integrating generation power plant operations with business strategies
- Independent Reviews
  - Financial and technical development feasibility and operational reviews of nuclear and fossil power production facilities
- Resource planning
  - Resource planning for nuclear, fossil (gas, coal and waste coal) and renewable resources
  - Assessment of fuel supply and delivery
  - Technical and regulatory permitting analyses
  - Technical design, construction monitoring, startup, and operations and maintenance of nuclear, fossil (gas, coal, and waste coal), and renewable (biopower, solar energy, and municipal solid waste) generation resources

Mr. LeMaster's experience includes on-site operation and management of renewable-alternative electric generation resources, including management of successful turnaround programs for lower performing waste coal, solar and bioenergy resources. He also has experience in directing and managing the design and construction of renewable generation resources and participated in the management of EPC contracts for nuclear generation resources. In addition, Mr. LeMaster's experience includes providing a variety of consulting services to utilities, generation developers, and lending institutions in the areas of resource planning, financial and technical due diligence, and feasibility assessments of nuclear and fossil generation resources. He also directed and managed the deregulation, unbundling and RTO membership decision making for the transmission business unit of a mid-sized integrated utility. Mr. LeMaster has also served as an expert witness and has provided testimony before State Regulatory Commissions and FERC on nuclear due diligence and fuel cost matters. Prior to Mr. LeMaster's electric utility experience, he was responsible for nuclear plant operation and maintenance activities on nuclear submarines, as an officer in the U.S. Navy.

## **PROFESSIONAL HISTORY**

Prior to joining nFront Consulting LLC, Mr. LeMaster was Plant Manager of a Landfill Gas-to-Pipeline quality gas bio-energy plant in Maple Valley, WA where he was responsible for the performance turnaround of this bio-energy facility. Prior to that, he was Director of Engineering at Energy Works where he led engineering, design, and regulatory permitting activities for three years. From 2002 to 2009, Mr. LeMaster worked at Mincom directing client implementations of enterprise asset-management and customer information and billing system software packages. From 2000 to 2002, Mr. LeMaster was a

Program Director at Xansa US where he assisted Kansas City Power & Light Company in the management of activities pertaining to the deregulation and unbundling of its transmission business unit. From 1998 to April 2000, Mr. LeMaster served as President and Chief Executive Officer for TAVA/R. W. Beck LLC, a company formed to address Y2K computer software challenges. Prior to that time period, he was employed by R. W. Beck for a period of 20 years where he served as President, R. W. Beck Plant Management, LLC, Plant Manager of the North Branch Power Project (where he directed the operational turn-around of the plant's performance), Director of Operational Phase Consulting Services, and Project Manager. He has also been employed by Pacific Power and Light Company and Bechtel Power Corporation and served as the Electrical and Interior Communications Division Officer on board a U.S. Navy nuclear powered submarine.

## ***EDUCATIONAL AND PERSONAL***

Mr. LeMaster has earned degrees in engineering and business, is a licensed Professional Engineer, and has made numerous presentations to national and state associations, industry conferences, and international and multi-national organizations.

### ***UNIVERSITY OF SOUTHERN CALIFORNIA, Los Angeles, CA***

Master of Business Administration (Finance)

### ***U.S. NAVAL ACADEMY, Annapolis, MD***

B.S. in Mechanical Engineering

### ***REGISTERED PROFESSIONAL ENGINEER***

California (Mechanical and Nuclear)

Washington (Mechanical)

### ***CERTIFICATIONS***

Project Management Professional (PMP) Certification from the Project Management Institute

### ***PRESENTATIONS***

Mr. LeMaster has made numerous presentations to national and state associations, industry conferences, international organizations, and multi-national organizations on electric plant operations and maintenance management practices, and the financial, business, and technical aspects of the year 2000 ("Y2K") computer problems.