

## **OVERVIEW**

Mr. Kushner has over 20 years in the energy industry with a specialty in electric utility system resource planning. His expertise includes the following areas:

- Integrated Resource Plans
- Power Supply Studies
- Conventional Energy Technologies
- Renewable Energy Technologies
- Economic Analysis
- Conservation / Demand-Side Management / Energy Efficiency
- Production Cost Modeling
- Regulatory Compliance and Support
- Expert Testimony
- Independent Engineering
- Project Management
- Power Supply Requests for Proposals (RFPs)

Mr. Kushner has provided expert witness testimony in many Determination of Need proceedings, integrated resource plans, and conservation and energy efficiency dockets. Mr. Kushner has managed numerous integrated resource plans, need for power applications, power supply studies, demand-side management/energy efficiency/conservation evaluations and power supply request for proposals (RFPs), among other studies. Mr. Kushner has a demonstrated ability to manage internal and external project teams with diverse experience levels and areas of expertise, both in co-located and virtual environments. Mr. Kushner's experience in project management and expertise in the areas outlined above allow him to collaborate with clients to deliver outstanding services to his clients. His ability to effectively communicate in writing and verbally helps to keep stakeholders informed throughout project lifecycles, and has contributed to his successful experiences as an expert witness and in formal presentations to clients' Board of Directors.

## **PROJECT EXPERIENCE**

### ***Electric Utility System Resource Planning / Production Cost Modeling***

As an expert in Electric Utility System Resource Planning and production cost modeling, Mr. Kushner recognizes that while industry best practices provide effective guidelines, the unique nature of each client's situation require strategic thinking and the ability to develop plans that are specific to the client's needs. Mr. Kushner's expertise in generation (including conventional and renewable technologies), demand-side management, and fundamentals of production cost modeling allow Mr. Kushner to deliver comprehensive resource plans that clients can utilize for future decision making.

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### ***Expert Witness Support***

Mr. Kushner has testified as an expert witness in numerous proceedings related to Determination of Need petitions and Florida Energy Efficiency and Conservation Act (FEECA) filings in the State of Florida, and has been involved as an expert witness in integrated resource planning (IRP) proceedings elsewhere in the United States. Related experience includes coordinating/leading responses to hundreds of interrogatories and production of document requests.

### ***Demand-Side Management / Energy Efficiency/ Conservation (DSM/EE/Conservation)***

Mr. Kushner's experience with the evaluation of DSM/EE/Conservation is highlighted by his involvement in the development of conservation goals and demand-side management plans for three Florida utilities as part of the 2009 and 2014 Florida Energy Efficiency and Conservation Act (FEECA) filings. Mr. Kushner led development of the filings and testified as to the appropriateness of the numeric goals and process utilized to evaluate the cost-effectiveness of DSM/EE/Conservation programs.

### ***Integrated Resource Plans /Power Supply Studies***

Mr. Kushner has been involved as the project manager, study manager, and lead analyst on several integrated resource plans (IRP) or power supply studies during his professional career. Mr. Kushner has been involved in such studies for clients in Alaska, Colorado, Florida, Massachusetts, Michigan, New York, Oklahoma, Texas, and Wisconsin, as well as other states and territories.

### ***Power Supply Requests for Proposals (RFPs)***

Power purchases are often an important component of electric utility system planning, and conducting a competitive power supply RFP process may be critical to the ensuring the most cost-effective, reliable, and environmentally responsible alternatives are being considered. Mr. Kushner has experience in the complete RFP lifecycle, including collaborating with clients to develop the RFP, supporting clients during issuance and subsequent management of the RFP process, screening and evaluating RFP responses, presenting the results of the RFP to clients and stakeholders, and supporting negotiations related to power purchase agreements. Mr. Kushner has been managed or otherwise been involved in numerous RFP processes focused on both conventional and renewable generating technologies.

### ***Independent Engineering / Project Financing Support***

Mr. Kushner has managed projects in the area of independent engineering, related to merger and acquisition support as well as development of new power projects. Most recently, Mr. Kushner managed the independent engineering assessment of a new biomass facility in North America for which the developer was trying to obtain project financing. The independent engineering assessment included development of a due diligence report on behalf of the developer, supporting negotiations with potential investors, supporting development of the credit agreement with the eventual loan syndicate, and monthly construction monitoring activities.

## **PROFESSIONAL HISTORY**

Mr. Kushner began his career with Black & Veatch Corporation in 2000 and has been involved in electric utility system resource planning and independent engineering engagements since that time in various roles at Black & Veatch. Most recently, Mr. Kushner was Department Head for Black & Veatch's Management Consulting group and was a Director for Black & Veatch Management Consulting LLC's electric system resource planning service offering before joining nFront Consulting LLC.



**BRADLEY KUSHNER**

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## ***EDUCATIONAL AND PERSONAL***

Mr. Kushner's educational background includes a B.S. in Mechanical Engineering from the University of Missouri - Columbia and a Masters of Business Administration from Emporia State University. Mr. Kushner enjoys spending time with his young children.