

William L. Glahn

Profile

William L. Glahn—principal and owner of Piedmont Consulting, Inc.—is a management consultant with a nationwide practice, working on behalf of local governments, large energy users, universities, and consumer advocates. He has represented customers before regulators and legislators, managed energy supply planning engagements, bought and sold energy in competitive markets, and performed cogeneration and municipalization feasibility studies. More information can be found at www.piedmontmn.com.

Founded Piedmont Consulting, Inc.

Mr. Glahn founded Piedmont Consulting, Inc. in July 2006 to independently pursue his consulting practice. He also provides consulting services as a principal and shareholder of Dahlen, Berg Consulting, Inc.

Has Served as Controller for a Municipal Power Agency

Until July 2006, Mr. Glahn served as Vice President and Controller for Avant Energy, the management company for the Minnesota Municipal Power Agency. As Controller, Mr. Glahn oversaw the preparation of the Agency's monthly financial statements and the annual audited financial report. In addition, he was responsible for all aspects of the Agency's day-to-day accounting and finance operations.

Has Provided Expert Testimony on Energy Issues

Has provided testimony as an expert witness on a variety of natural gas and electric utility-related topics before the Iowa Utilities Board, the Minnesota Public Utilities Commission, the Nebraska Public Service Commission, and the Federal Energy Regulatory Commission. His testimony has covered topics ranging from utility cost of capital, energy efficiency programs, cost of service studies, rate design, to service territory expansion issues.

Has Represented Customers Before Regulators, Elected Officials, and Industry Groups

Has represented the interests of utility customers on a variety of issues before regulators in Illinois, Iowa, Minnesota, New York and Wisconsin; the Minnesota State Legislature; various city councils and local utility commissions in Minnesota and Iowa; and subcommittees of the Mid-Continent Area Power Pool (MAPP).

Has Worked to Develop New Electric Generation Resources

Has worked to develop new electric generation resources to supply his clients' growing energy supply needs. Some examples include the following projects:

Has participated in the development of two cogeneration facilities, for Yale University (22 MW, on-line in 1998) and the University of Connecticut (25 MW, on-line in 2005).

Has also served as project manager for the initial development of two conventional, natural gas-fueled power plants for the Minnesota Municipal Power Agency: Minnesota River Station in Chaska (49 MW, on-line in 2001) and the Faribault Energy Park (150 MW, on-line in 2005).

Has Bought and Sold Energy in Competitive Markets

Has developed an understanding of competitive energy markets in assisting numerous clients to buy and sell energy. Some examples are as follows:

For the University of Maine System, purchased natural gas for the Orono and Southern Maine campuses.

For IBM, Mr. Glahn conducted competitive retail electricity procurements, which included drafting RFP's, analyzing bids, and making supplier recommendations throughout the United States.

For the Minnesota Municipal Power Agency, Mr. Glahn has negotiated and arranged a number of short-term and long-term, wholesale electricity purchases and sales.

Has Performed Cost of Service and Rate Design Studies

Has performed cost of service and rate design studies for a number of public- and private-sector clients:

Managed a class cost of service and rate design engagement for the City of Melrose (MN) Public Utilities. The resulting rate structure represented the first major overhaul of rates in more than a decade.

Calculated cost-based electric and steam billing rates and wrote the manual on how the University of North Carolina at Chapel Hill should calculate rates in the future.

Performed a functional cost allocation analysis for the United Power Association (now Great River Energy).

Has Studied Electric Utility Municipalization

Studied the feasibility of forming municipally owned electric utilities for the cities of Emmetsburg and Everly, Iowa. Based on these studies, in August 2002, the City of Emmetsburg voted to form an electric utility and was joined by the City of Everly in December 2002. The City of Everly is currently pursuing its case before the Iowa Utilities Board.

Studied municipalization on behalf of the Suburban Rate Authority, a group of cities located in the seven-county Metro region in Minnesota.

Has Managed CIP and Green Power Programs

Was involved in the management of MMPA’s Conservation Improvement Program (CIP) and Green Power program from 2004 to 2006.

Papers and Presentations

Has presented papers at the 1998 International District Energy Association (IDEA) College/University Conference and at the 1998 Association of Higher Education Facilities Officers (APPA) Education Conference and Annual Meeting.

Has also spoken on energy industry restructuring issues at regional APPA annual meetings and before state industrial user groups.

Avant Energy/Dahlen, Berg & Co. Experience

In his twelve-year career with Avant Energy/Dahlen, Berg & Co., Mr. Glahn has held a series of positions with increasing responsibility:

- 1995-1996 Consultant
 - 1996-1999 Project Manager
 - 1999-2002 Vice President & Principal
 - 2002-2005 Manager of Dahlen, Berg Consulting, Inc.
 - 2005-2006 Vice President & Controller
 - 2006- Principal
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Federal Reserve Experience

Before joining Dahlen, Berg & Co., Mr. Glahn held a series of positions of increasing responsibility in the Federal Reserve System:

1989-1991 Research Assistant, Federal Reserve Board
1991-1993 Financial Services Analyst, Federal Reserve Board
1994 Senior Planning Analyst, Federal Reserve Bank of Richmond, Virginia

Education

MBA, University of Virginia. 1995

- *William Michael Shermet Award*
- *Faculty Award* for academic excellence

BA in Economics *with high distinction*, University of Virginia, 1989

- Member of Phi Beta Kappa
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