

1 **Davies Consulting, LLC – Relevant Experience**

2 Davies Consulting is an international strategy and management consulting firm that has
3 served the energy industry for nearly 25 years. The Firm provides expert advice and
4 consulting support in the areas of utility asset and risk management, emergency
5 management, and regulatory strategy and rate case development. Our team includes both
6 experienced utility executives and seasoned consultants – a combination that enables us to
7 engage quickly and effectively with clients to produce meaningful results.

8 Davies Consulting's experience related to utility emergency preparedness and response,
9 Incident Command System (ICS) structure and implementation, regulatory proceedings,
10 change management, and operational improvement is extensive. Over the past five years
11 alone, Davies Consulting has worked with more than 20 clients to develop and implement
12 strategies that enhanced their ability to respond to large-scale emergencies through: the
13 development, facilitation, and evaluation of drills and exercises; in-depth reviews and
14 enhancements of existing emergency plans; and the development of new restoration
15 strategies and response plans. Further, during this same time period, Davies Consulting
16 has worked with numerous utilities to evaluate responses and has conducted after-action
17 reviews to determine how emergency processes aligned with leading industry practices.

18 The after-action reviews typically address the key aspects of the emergency management
19 lifecycle, adapted to the utility operating environment, including both physical restoration
20 efficiency and the effectiveness of communications with key stakeholders. In 2003, the
21 Firm began to develop a proprietary Storm Benchmark Database that now contains key
22 statistics from more than 98 major event responses by over 43 electric utilities across
23 North America. Often, in conjunction with the emergency preparedness and response
24 assessments, Davies Consulting uses the database to compare and contrast a utility's
25 performance against industry practices. Data used for comparison include the level of
26 damage that occurred, speed of restoration, and cost of restoration.

27 Examples of the Firm's recent emergency management client work, in alphabetical order
28 by client name, include:

- 1 • **American Electric Power (AEP)** – In the aftermath of the major snow storm that
2 impacted Appalachian Power, a unit of AEP, Davies Consulting conducted an in-
3 depth review of the Company’s processes and procedures and evaluated the
4 effectiveness of the overall response to the event. The findings from the study were
5 used in discussions with regulators to determine the appropriateness of the
6 Company’s actions.
- 7 ▪ **Consolidated Edison** – After a string of major weather events in Westchester
8 County that triggered a regulatory review by the New York Public Service
9 Commission, Davies Consulting conducted an independent review of the Company’s
10 response.
- 11 ▪ **Duke Power** – The Company was impacted by a major ice storm that caused more
12 than 1.2 million customer outages and triggered inquiries by both North Carolina
13 and South Carolina legislators and regulators. Davies Consulting conducted an in-
14 depth evaluation of the company’s response and provided a summary of findings
15 that was used to discuss the performance with the external stakeholders.
- 16 ▪ **Entergy Texas** – Davies Consulting conducted in-depth reviews of the Company’s
17 response to four major hurricanes (Rita, Gustav, Ike, and Humberto) that resulted in
18 more than \$1 billion in restoration costs. The findings from the review were
19 presented to the Commission through expert witness testimony as part of the cost
20 recovery effort.
- 21 ▪ **Entergy Louisiana** – In the aftermaths of hurricanes, Ike, Gustav and Isaac, Davies
22 Consulting conducted an independent review of the effectiveness of the Company’s
23 response efforts. The results of the review were used to help recover more than
24 \$750 million in costs associated with restoration.
- 25 ▪ **Entergy Arkansas** – Davies Consulting conducted an evaluation of the Company’s
26 response to a major ice storm that caused extensive damage in rural areas of
27 Arkansas. The review included interviews with key internal stakeholders,
28 benchmark data comparison and a field review of the restoration efforts.
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- 1 ▪ **Florida Power & Light (FP&L)** – After being impacted by five major hurricanes
2 over a 14- month period, FP&L retained Davies Consulting to conduct an
3 independent assessment of the Company’s responses and provide an evaluation to
4 the senior management that was subsequently used to ensure recovery of the
5 restoration costs.
- 6 ▪ **Northeast Utilities** – Working for the Board of Directors, Davies Consulting
7 conducted an independent investigation and evaluation of Connecticut Light &
8 Power’s response to tropical storm Irene and October 2011 snow events that caused
9 more than 600,000 and 800,000 customer outages respectively (50% and 60% of
10 customer base respectively). The evaluation was then presented as a part of the case
11 for restoration cost recovery, which totaled \$400 million. Davies Consulting also
12 conducted an assessment of the Company’s response to Hurricane Sandy in 2012,
13 which also was included in the regulatory review.
- 14 ▪ **Pepco Holdings** – Over a 12-month period, Pepco was impacted by four major
15 events, including a major snowstorm, two thunderstorms and a Derecho. Davies
16 Consulting conducted an extensive review of the company’s response to all these
17 events and identified key areas of improvement which were subsequently
18 implemented and tested in Hurricane Irene.
- 19 ▪ **Seattle City Light** – After a major wind storm that caused extensive outages for the
20 municipal utility, the City Council ordered an independent review of the utility’s
21 performance during the outage. The utility retained Davies Consulting to conduct
22 the third party review and identify potential areas of improvement. Davies
23 Consulting presented the findings to the City Council in an open session.
- 24 ▪ **Southern California Edison (SCE)** – After a major wind storm that caused more
25 than 300,000 customer outages in a densely populated Los Angeles service territory,
26 the company hired Davies Consulting to conduct a post-event evaluation of SCE’s
27 preparedness for and response. Davies Consulting presented findings to the SCE
28 Board of Directors and developed a report that supported the regulatory
29 discussions around emergency preparedness and response.
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- 1 ▪ **Toronto Hydro Electric System, Ltd (THESL)** – Under the direction of an
2 Independent Review Panel, Davies Consulting recently completed a comprehensive
3 review of THESL’s response to a severe December 2013 ice storm that included the
4 assessment of THESL’s: emergency preparedness; restoration strategy and plans;
5 inbound and outbound communications; vegetation management and system
6 hardening practices; and collaboration with the City of Toronto and the Province
7 during the response. Davies Consulting presented interim findings and final
8 recommendations to the Toronto Hydro Board of Directors and participated in
9 briefing of the final recommendations to the Executive Committee of the Toronto
10 City Council in an open session.
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