

### **Summary**

Jim Stephens has nearly 30 years of experience in the energy industry and has held senior management positions at economic consulting firms, energy marketers, and local distribution companies prior to joining ScottMadden. Jim has assisted numerous clients in the United States and Canada with natural gas supply option analysis, portfolio assessment and optimization, demand forecasting and risk management, energy infrastructure evaluation, and regulatory strategy development and implementation. He has also provided expert testimony in numerous proceedings at various jurisdictions, including federal, state, and provincial regulatory agencies.

Prior to joining ScottMadden, Jim was a partner with Sussex Economic Advisors. In addition, he has commercial experience through his leadership positions at a retail energy marketing company, where he was responsible for all aspects of business unit management, including front-, mid-, and back-office functions. He was also responsible for gas supply procurement and portfolio optimization for a local distribution company. Jim holds a B.S. in management and an M.B.A., with a concentration in operations management, from Bentley College.

### **Areas of Specialization**

- Natural gas
- Regulation and rates
- Utilities
- Process improvements
- Mergers and acquisitions
- Retail energy
- Strategic and business planning
- Capital project planning
- Markets and RTOs
- Program design and implementation

### **Recent Expert Testimony Submission/Appearances**

- Federal Energy Regulatory Commission – Market Power
- Ontario Energy Board – Gas Supply Planning
- Massachusetts Department of Public Utilities – Energy Infrastructure
- The Régie de l'énergie - Gouvernement du Québec – Natural Gas Storage
- Maine Department of Public Utilities – Retail Choice Program

### **Recent Assignments**

- Supported the Alaska Gasline Development Corporation with a review and assessment of a natural gas pipeline to transport supply from the Prudhoe Bay area to Anchorage; assisted with the development of services, rate structures, and tariffs; evaluated potential in-state demand; reviewed LNG market options; and supported federal and state regulatory filings
- Assisted a Canadian natural gas storage, transmission and distribution company with an evaluation of a gas transmission project, which included the submission of expert testimony to the Ontario Energy Board. Specifically, the testimony included an overview of the existing market conditions and a quantitative and qualitative assessment of the project
- Conducted an assessment of the responses to a request for proposal distributed by a large northeastern energy provider. Specifically, expert testimony was submitted to the Massachusetts Department of Public Utilities, providing an overview of current energy conditions, a summary of natural gas supply options submitted in response to the RFP, and a quantitative and qualitative evaluation of the submissions
- On behalf of an electric utility, reviewed the current processes and programs used to manage fuel commodity risk and the process to document and communicate decisions
- For an integrated utility, managed the due diligence process in a potential acquisition of a natural gas utility with operations in several jurisdictions and significant non-regulated activities
- On behalf of Northern Utilities, assisted with the benchmarking of the existing retail choice program to adjacent LDC transportation programs. Supported the regulatory filing submitted by Northern Utilities by providing expert testimony, which addressed market context, implications from changing demand and supply dynamics, and the benefits of program changes to the LDC planning function