

Mark A. Gabriel

St. Michael's College

M.S. in Administrative and Management
(classwork complete, dissertation pending)

Fordham University

B.A. in Political Science

Executive Education Programs:

- Stanford Executive Education - Program for Growing Companies
- Bank of New York Utility Finance Program

With more than 20 years of experience, Mr. Gabriel provides organizational leadership and strategic planning services to the energy industry, both domestically and internationally. He is proficient at leveraging people, technology, product/service offerings, and competitive market positions to achieve organizational success.

Mr. Gabriel's nationwide utility expertise includes creating strategic direction and planning, evaluating organizational dynamics, refining utility and product strategy, and providing marketing assessment to further the development and application of new technologies. He brings expertise such as:

- Intelligent infrastructure and technology roadmapping
- Advanced Metering Infrastructure planning, RFP development, and bid analysis
- Development of confidential merger and acquisition strategies for two large utilities as well as an acquisition process review for a large natural gas company
- Creating a message mapping strategic development tool to define and refine corporate messages
- Providing a marketing assessment to bring new power plant technology into the marketplace

Established Industry Insight

Mr. Gabriel published a book in early 2008, *Visions for a Sustainable Energy Future* (Fairmont Press), which provides a blue print for utility strategy as it relates to technology and challenges in the coming years. In 2003, he created a nationwide tool known as the *Electricity Sector Framework for the Future*. The Framework examines the challenges facing the electric industry, defines the characteristics of a vital and robust industry, and develops an action plan for achieving a healthy and growing electricity sector. The goal of the Framework is to provide assurance that the needs of the electricity customer base and investors are met.

Prior to R. W. Beck, Mr. Gabriel founded Positive Energy Directions, a consulting company with the goal of defining the complexities of the energy industry. He also worked at Electric Power Research Institute (EPRI), Electronic Lighting Incorporated, and Central Vermont Public Service, where he founded an unregulated subsidiary.



Relevant Experience

Technology Roadmap and Plan

Duke Energy

Mr. Gabriel led a cross-organizational activity to align the goals of the Utility of the Future, Save-A-Watt, Energy Efficiency, and T&D upgrades. This in-depth strategic messaging process required developing a roadmap and plan for this 3.8 million customer utility across a total of five states.

AMI System Planning

City of Tallahassee, Florida

Mr. Gabriel created a plan for an AMI system to manage the city's electric, gas and water utilities, development of the critical RFP for AMI technology, an integration plan and acted as the lead negotiator on behalf of a utility for an AMI systems integrator. In addition, he developed the cross-City strategic messaging for all capital investments.

Solar Program Analysis

Arizona Public Service Energy

Mr. Gabriel provided project leadership and oversight of a major solar program analysis to determine the impacts on distribution, transmission, and system planning. This major stakeholder process brought together utility staff, regulators, environmental groups, and related parties to understand the implications of large scale solar deployments and the technology barriers.

System Requirements Study

City of Shasta Lake, California

Mr. Gabriel worked on the overall development of system requirements for the electric and water services of the utility. He helped to create the RFP, managed response process, and advised the City on both the vendor selection and installation plan.

Strategic Planning Study

Southern California Edison Company (SCE), California

Mr. Gabriel reviewed major trends in AMI/AMR deployment across the U.S. and Canada as part of SCE's strategic effort to understand its market position and plan for advanced meter and smart grid deployments.

Business Case

Lawrence Berkley National Laboratory, California

Mr. Gabriel was responsible for creating a consortium to fund advanced oil and gas-fired development to assist the lab in understanding the opportunity for new funding mechanisms. This assignment included the deployment of a Business Case Analysis process to define potential research offerings and a strategy for market outreach.

Venture Capital Study

TXU Corporation, Texas

Mr. Gabriel's primary responsibility for the task was developing a venture capital fund aimed at supporting thermal technologies. This assignment included a review of all existing "Clean Tech" funds,

an analysis of market opportunities, and the legal direction necessary for the established of a venture supported project.

Gas Combined Cycle Technology Study

Southern Company

Mr. Gabriel developed an overall strategy to bring integrated gas combined cycle technology to the marketplace and worked to help develop the corporate structure to support this technology. Additionally, he assisted the client to expose leading U.S. utilities to the IGCC opportunity with Southern and provided additional strategy support in critical issues to the CFO and President of the Generation Company.

Relevant Experience Prior to R. W. Beck

Positive Energy Directions

Pleasanton, California

President. In 2004, Mr. Gabriel founded Positive Energy Directions with a goal of bringing vision to the future of the energy industry. Services offered to clients include:

- Developing an energy efficiency program for the Public Service New Mexico
- Leading a Best Practices Study on customer service activities
- Developing a merger and acquisition strategy for a major West Coast utility
- Preparing a rate case testimony for a distribution utility
- Performing due diligence on technology investments and deployments
- Performing AMI Visioning for several major utilities
- Conducting national IT benchmarking and Best Practices
- Performing a Generation Scrubber market assessment for NASA
- Developing an Oil and Gas program for LBNL
- Developing a deployment plan for IGCC technology

Electric Power Research Institute

Palo Alto, California

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| ■ Acting President | ■ Director, Global Marketing |
| ■ Vice President of Global Marketing, Sales, and Strategic Planning | ■ Director – Client Relations and North American Sales |

From 1997 to 2004, Mr. Gabriel worked at EPRI, serving the company in several roles. As acting president of EPRI's main business, Mr. Gabriel had full authority for a business development organization comprised of 11 departments. He interfaced with national and state regulatory communities and provided input for the company as a member of the Board of Directors. Under his leadership, this portion of the business generated ninety percent of annual revenue enterprise-wide.

In a marketing, sales, and strategic planning role, Mr. Gabriel served as a key advisor to the CEO and COO in defining organizational structure and providing problem-solving solutions. He led the corporate-wide business strategy and implementation of CRM, content management, and e-collaboration systems.

Mr. Gabriel also managed a variety of operations functions including providing organization and technical direction, vision, execution, leadership, and technical and managerial oversight for all strategic projects and business initiatives. He identified and captured business opportunities as well as designed, developed, and deployed new or enhanced products/services. His accomplishments include:

- Responsibility for a revised enterprise organizational model
- Implementation and management of regulatory relations at the state and federal levels
- Restructuring the marketing department including implementing best-practice business processes, cost reductions, and performance improvements
- Shortening product rollout cycle by nearly a year by changing methodology and business flow
- Developing the Strategic Account Planning program, improving efficiencies, and strengthening relations among the top 100 customers

Electric Lighting, Inc.

Newark, California

Senior Vice President – Sales and Marketing. From 1995 to 1997, Mr. Gabriel contributed his experience in business development and start-up to play a frontline role in developing organizational structure and strategic planning for the company. He created and executed the marketing strategy, developed a product plan/rollout strategy, and built and managed field sales teams and activities. Under his leadership the company raised \$8 million in venture capital and annual sales grew from \$60,000 to \$1.2 million.

Division of Central Vermont Public Service Corporation

Rutland, Vermont

Vice President – General Manager. Mr. Gabriel served as a management executive for an unregulated subsidiary of Vermont's largest electric utility company. He led all aspects of operations including strategic planning, business development, finance, staffing, investor relations, and regulatory affairs/compliance. He built and mentored a team of professionals, coordinated with contractors, and established relationships and partnerships with regulated and unregulated business units. His achievements include originating business concepts, authoring and executing the company's business plan, expanding the customer base, and generating 25 percent of the company's net income.

Presentations and Publications

Visions for a Sustainable Energy Future, Fairmont Press, 2008.

The Destiny of Intelligent Infrastructure, January 2008.

Evolving Toward Intelligent Infrastructure, October 2007.

Energy Megatrends – Impacts and Opportunities, September 2007.

Advanced Metering Infrastructure: What Public Power is Doing, July 2007.

Successful AMI Planning: Who Needs to be at the Table?, March 2007.

Market Challenges and Barriers to AMI Adoption, September 2006.