

VISTA

Dr. John N. O'Brien

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<https://vistaconsultinggroup.net>



SUMMARY: Dr. O'Brien has over forty-five years of experience in the energy business as an industry thought leader and an expert in the analysis of economics, regulation and technology in important energy issues. He is a Professor of Public Administration at Flagler College and President and CEO of the Vista Consulting Group. Dr. O'Brien is also a former Commissioner on the Florida Energy Commission and was Co-Chair of its Climate Change Subcommittee. He has served as a subject matter expert and expert witness providing litigation support services in numerous energy-related civil and regulatory proceedings in both state and federal courts and has testified in numerous state and federal regulatory agency proceedings. (See pg. 4) His history includes serving as President of Global Change Associates; Principal at Skipping Stone, Inc.; Founder, President and CEO of several significant energy companies and served for 10 years as a Full Scientist at the U.S. Department of Energy's Brookhaven National Laboratory in its Department of Nuclear Energy. His areas of expertise include the regulation and functioning of the electric and natural gas markets and related infrastructure; climate change issues including evaluating and executing mitigation and abatement strategies as well as assessing energy related social justice issues; education on business/government ethics and practices; renewable energy investment, economics and regulation; energy market planning and analysis; regulatory and rulemaking proceedings in both state and federal jurisdictions; energy production, conversion and storage; securities, investment banking, financial analysis and project finance in the energy sector; judicial procedure in litigation support; commercial energy contract requirements; applications for small modular nuclear reactors; founding and building energy businesses; patent writing, submission and examination; and business mergers and acquisitions, among others.

EXPERIENCE

President & CEO - April 2004 to Present

Vista Consulting Group Inc.

Vista Energy Group, St Augustine, FL 32080

Dr. O'Brien founded the Vista Consulting Group in order to address the complex energy issues facing business and government in today's global economy. He has become a leading expert in the fields of climate change, solar energy, solid state lighting, natural gas markets, nuclear technology regulation, and unconventional oil and natural gas production. He is also an expert in institutional matters such as international trade, royalties, leasing, commercial arrangements, accounting, securities matters, processing and marketing of products. The integration of power, natural gas, petroleum, coal and uranium with the environment, national and global economics, policy issues and the law have become far too complex for simple approaches. Instead, the Vista Consulting Group brings together the expertise and knowledge need to truly understand and address the choices that are being made today and will have far reaching consequences for many years to come. The Vista Consulting Group is able to rationally assess these choices given the requirements of various organizations with multifaceted interests. Whether it is a choice of energy technology, licensing and regulation activities, litigation support and expert services, training and knowledge transfer, economic analysis, market research, financing activities, and areas where energy considerations are present, the Vista Consulting Group was founded to guide and assist its clients.

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St Augustine, FL 32080
(516) 695-7098 (cell)
(516) 992-2133 (office)

Professor – 2007 to Present

Flagler College, Public Administration Department, St Augustine, FL 32084

Dr. O'Brien has been teaching and an active Professor in Flagler College's Public Administration Department in a number of areas of public policy. These courses include ethics in public service and businesses, US economic policy, macroeconomics, international trade policies, social research methods, social program evaluation, and health care policy, among others. He continues to actively teach and maintain his expertise in many important areas of public policy.

Commissioner and Co-Chair Climate Change Working Group – 2006 to 2008

Florida Energy Commission, Tallahassee, FL 32303

Dr. O'Brien was appointed by the President of the Florida Senate to serve as a sitting Commissioner on the Florida Energy Commission. The Commission was charged with establishing a set of recommendations for the Florida Legislature to formulate an overall energy policy for the State. Dr. O'Brien also was Co-Chairman of the Climate Change Subcommittee of the Commission. In addition to the general work of the Commission, Dr. O'Brien attended and co-chaired all of the Climate Change Subcommittee Public Hearings and attended and participated in all of the full Commission's Public Hearings and General Sessions. He also participated in all deliberations and voted on all matters before the Commission.

Managing Partner – 2004 to 2020

Shale and Sands Oil Recovery LLC (SASOR), St Augustine, FL 32080

Dr. O'Brien has been working to integrate nuclear energy technologies with unconventional oil and gas recovery techniques for over 15 years. He has studied in depth the techniques for oil shale, oil sands and shale gas production including hydraulic fracturing. He has had primary responsibility for developing patents in those and other areas including six patents that have been fully granted and issued by the US Patent and Trademark Office and issued patents in Canada and Australia all of which are held by SASOR. In 2020, all of the intellectual property held by SASOR was sold.

President & CEO - February 2003 to March 2004

Global Change Associates, New York, NY

Dr. O'Brien oversaw the operations and delivery of services for Global Change Associates (GCA). GCA is a 40 year old energy and environmental, international consulting firm that has advised numerous clients on matters including customized solutions that meet the needs of a diversified client base. GCA also had extensive research and training capabilities. GCA's domestic and international clients included major market participants in the oil, gas, power, energy services, energy software industries, as well as to the investment banking sector.

Principal - January 2000 - February 2003

Skipping Stone LLC, Boston, MA

Dr. O'Brien was the Principal overseeing the Strategic and Regulatory Consulting Practices of Skipping Stone. Skipping Stone is a full service provider of strategic consulting and information technology services to participants in the electric and gas utility markets throughout North America, including many regulated utilities, regulatory agencies, unregulated utility affiliates, independent energy marketers, electric power generating companies, e-commerce companies, and oil and gas companies among others. Dr. O'Brien had primary responsibility for advising electric and gas utilities on how to successfully capitalize on the newly restructured electric and gas markets. In addition, he was instrumental in assisting clients in accessing capital markets and obtaining financing for their operations. While there, Skipping Stone provided strategic consulting services to a large number of the leading electric and natural gas industry participants throughout the United States and Canada.

President & CEO - January 1999 – January 2000

All Power Corporation, Freeport, NY

All Power Corporation was formed by the Full Power Group to market natural gas to small and medium commercial customers in the Consolidated Edison of New York service area. Dr. O'Brien oversaw the initial financing and all corporate organizational matters and documents, the entire startup of the operation, accounting and control systems and the hiring of all personnel. Through innovative marketing and sales processes All Power was able to acquire several thousand high value commercial customers in eight months. Dr. O'Brien also made all arrangements for the purchase and delivery of natural gas supplies, all risk management activities, and management of the tariff processes with both LDCs and interstate pipelines. In January 2000 the Full Power Group acquired all interest in All Power and merged it into its operations in Colorado.

President & CEO, Founder 1993-1998

Wheeled Electric Power Company, Uniondale, NY

Wheeled Electric was a pioneer in facilitating the restructuring of the electric industry, through both marketing initiatives and the regulatory intervention process, to enable energy companies to serve retail electric and gas customers in a competitive market. Through extensive marketing activities and business systems development, Wheeled Electric was able to minimize customer acquisition costs and develop customer service and operational systems to cost-effectively serve mass market and small-to-medium commercial customers including acquisition and implementation of EDI, billing and customer service IT platforms. Wheeled Electric was able to achieve substantial market shares in a number of retail electric markets. In addition, Wheeled Electric was able to obtain high margin customers through well-developed marketing techniques developed over three years of actual marketing and delivery of electricity to retail customers. Further, substantial billing, accounting and customer service capabilities were established. Extensive natural gas sales were also achieved, especially to electric customers. Testified and cross-examined in numerous regulatory proceedings before state and federal regulatory and legislative bodies.

President & CEO, Founder - 1985-1992

Direct Gas Supply Corporation (DGS), Pittsburgh, PA

DGS capitalized on the late-1980's deregulation of the natural gas markets. In 1998, Dr. O'Brien was able to obtain a private placement of equities and other securities from British Petroleum PLC which purchased 38% of DGS. He was instrumental in working with investment bankers, corporate attorneys for both sides and the DGS Board of Directors and shareholders. By 1990, DGS achieved over \$50 million in annual sales to high margin commercial customers and a customer market share of over 50% in New York State's natural gas market. While at DGS, Dr. O'Brien founded and started the first new state-regulated gas utility in New York State in over 50 years. He acquired deep expertise in development of strategies for customer acquisition, sales and marketing management, back office operation, customer service, national accounts, and customer fulfillment. A majority interest in DGS was acquired by British Petroleum in 1991 and DGS was wholly acquired from British Petroleum by Enserch in 1994. Enserch was acquired by Texas Utilities in 1994 and DGS then became TXU Energy Services which was subsequently sold to UGI Corp and is now UGI Energy Services.

Full Scientist - 1976-1985

US Department of Energy, Brookhaven National Laboratory, Upton, NY

Studied and consulted on various areas of energy regulation in the Laboratory's Department of Nuclear Energy for the U.S. Nuclear Regulatory Commission and the U.S. Department of Energy, as well as numerous other federal agencies. He held a Secret Security "Q" Clearance for ten years. He was the youngest individual to achieve the status of Full Scientist in Brookhaven Laboratory's history. He achieved national reputation for studies in organization and management in the electric utility industry. He published over 50 reports, articles, three law review articles and a book on nuclear nonproliferation while at Brookhaven.

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Testimony and Public Speaking Activities

Judicial Testimony and Litigation Expert Services

Dr. O'Brien has been an expert witness and subject matter expert in over 35 complex litigation actions involving energy matters. He has prepared and sponsored expert reports and testified in court and depositions on various topics including securities fraud, material omissions and commissions and other violations; damage calculations; hydraulic fracturing disputes; solar net metering and tariff provisions; commercial business disputes; mineral rights and royalty disputes; energy market studies; regulatory noncompliance; fraudulent product claims; and consumer fraud, among others. He has often testified in plaintiff class action adjudication. References on judicial subject matter expert and expert witness services rendered may be provided by request and subject to nondisclosure and confidentiality agreements.

United States Congress

Dr. O'Brien testified before the Committee on the Judiciary, House of Representatives, One Hundred and Fifth Congress, on *Antitrust Aspects of Electricity Deregulation*
Testified before the House Small Business Committee, Subcommittee on Regulatory Reform and Paperwork Reduction *Electric Utility Restructuring: The Small Business Perspective*.

State Legislatures

Testified before the New York State Assembly Energy Committee on the *Potential Effects of Electricity Deregulation in the State of New York*.

State Regulatory Proceedings

Massachusetts Department of Public Utilities

In the Matter of Restructuring the Gas Markets
Testimony of Dr. John N. O'Brien
Briefs - *Docket D.P.U./D.T.E. 96-23*

Massachusetts Electric Company
Testimony of Dr. John N. O'Brien
Briefs—*Docket D.P.U./D.T.E. 96-23*

Virginia Corporations Commission

Case PUE-2004-00085
Washington Gas Light
Testimony of Dr. John N. O'Brien
Briefs

New York Public Service Commission

Case 96-E-0897
Con Edison, Electric Restructuring
Testimony of Dr. John N. O'Brien
Briefs

Case 96-E-0891
NYSEG, Electric Restructuring
Testimony of Dr. John N. O'Brien
Briefs

Case 96-E-089
Rochester Gas & Electric Corporation, Electric Restructuring
Testimony of Dr. John N. O'Brien
Briefs

Case 96-E-0900

Orange & Rockland, Electric Restructuring
 Testimony of Dr. John N. O'Brien
 Briefs

Case 96-E-0909

Central Hudson Gas & Electric Corporation, Electric Restructuring
 Testimony of Dr. John N. O'Brien
 Briefs

Case 96-E-0948

Petition of Dairylea Cooperative to Establish an Open Access Pilot Program for Farm and Food Processor
 Electricity Customers (Wheeled Electric Power Company filed the Petition on behalf of Dairylea)

CORPORATE TRAINING

Dr. O'Brien has conducted training for the following clients including, but not limited to:

The Federal Energy Regulatory Commission
 The Nuclear Regulatory Commission
 PG&E
 Exelon
 PEPCO
 Cummins Corp.

COLLEGE COURSES TAUGHT

The History of US Economic Policy
 Public Economy
 Macroeconomics
 International Trade Policy
 Fiscal Management
 Ethics in Public Service
 Business Ethics
 US Health Care Policy
 Social Research Methods
 General Chemistry
 Organic Chemistry
 Environmental Chemistry
 Introduction to Public Policy Issues
 Program Evaluation

Public Speaking Engagements

Dr. O'Brien has extensive experience as a public speaker on many aspects of the electricity and natural gas markets. Program sponsors include, but not limited to:

Harvard Business School (Energy Symposia)
 National Association of Regulatory Utility Commissioners (NARUC)
 New York University Energy Forum
 Donaldson, Lufkin & Jenrette Public Finance Forum
 Mid-America Regulatory Conference (MARC)
 Electric Consumers Research Council (ELCON)
 Information Forecast (INFOCAST)
 Center for Business Intelligence (CBI)
 Power Marketers Association (PMA)
 Electric Utility Consultants, Inc. (EUCI)
 Gas Mart

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PUBLICATIONS

Dr. O'Brien has authored a number of publications, principally as a Full Scientist at Brookhaven National Laboratory, where he published over 100 regulatory guides, articles in public periodicals and three law review articles.

EDUCATION

B.A. Chemistry, Syracuse University; M.A. and Ph.D., Interdisciplinary Social Sciences, Maxwell School of Public Affairs and Citizenship, Syracuse University.

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