

Resume

Tom Rose, President of Geometric Strategies

Summary

Tom is an electric and gas utility governmental policy and regulatory expert that has more than three decades of experience working directly with legislatures, and regulatory commissions in the United States, including the Public Utility Commission of Texas, the Railroad Commission of Texas, the Massachusetts Department of Public Utilities, Department of Energy, and the Federal Energy Regulatory Commission. He has been directly involved with more than 6 legislative sessions and in several rate and fuel reconciliation cases, transmission line licensing, and public integrated resource planning. In addition, he was directly involved in development of new laws and regulatory rulemakings covering issues ranging from utility investment and fuel cost recovery, to distributed generation, to retail competition in electric markets to advanced digital metering and energy efficiency.

Tom is President of Geometric Strategies, LLC, a consulting company dedicated to solving complex energy and environmental issues, including governmental and regulatory issues. He is also a Senior Consultant with CMG Consulting, providing strategic and regulatory design services to entities implementing Smart Grid technologies. Prior to that time he served 8 years as Chief Executive Officer of CETA and 33 years in numerous governmental staff, management and executive roles for Energy Future Holdings/TXU Corporation and its subsidiaries.

While at CETA, he led the senior R&D staff to invent, test and demonstrate economical and clean alternative uses for raw coal in the United States. During this time, CETA developed a unique “coal distillation” technology to separate coal into four products, improving the economic return and environmental impact of coal in the U.S.

While at Energy Future Holdings/TXU Corp., he earned the opportunity to serve in various leadership positions in governmental policy, regulatory affairs, integrated resource planning, power plant development, startup and operations, power plant and transmission line licensing, gas pipeline safety, fuel planning, nuclear prudence rate cases, and litigation. The highlight of his career was leading TXU in designing and implementing competition in Texas (SB7), the most progressive competitive power market in the U.S.

Tom started in the oil/gas industry, working summers (1972-75) as an oil/gas well work-over rig roughneck in east Texas to pay his way through college. He graduated in 1976 with a B.S. in Mechanical/Nuclear Engineering from the University of Texas at Austin.

Tom has also been involved with the Center for the Commercialization of Electric Technologies, Texas Public Policy Foundation, Texas Taxpayers and Research Association, Texas Association of Businesses, the American Council for Capital Formation, and the Harvard Electricity Policy Group. He has also worked closely with the Association of Electric Companies of Texas and the Edison Electric Institute in Washington, D.C. to develop policy solutions to complex energy issues.

Experience Details

Geometric Strategies, Inc., President (September, 2009 to Present)

Provide consulting and advisory services to regulatory commissions, energy companies and executives, along with supporting the development of progressive energy policies nationwide. Tom understands the complex interaction of energy and environment in our daily lives and has worked passionately throughout his career to help others understand both the technical and human sides of energy technologies. He believes that energy policies should be focused on improving the quality of life for consumers.

CMG Consulting, Senior Consultant (February, 2018 to Present)

Provide strategic consulting and regulatory design services to entities engaged in the design and implementation of smart grid technologies and digitization of power distribution systems and customer premises.

Clean Energy Technology Association, Inc. (CETA), Chief Executive Officer (February, 2010 to December, 2017)

Direct the overall development and commercialization of innovative energy technologies, including strategic planning, developing, permitting, engineering, procurement, construction and operations. The first proprietary technology “distills” or extracts liquid hydrocarbons, solvents, synthetic gas from raw coal, and produces a cleaner coal product for the power industry. CETA is also developing a CO₂ absorption technology with the liquid solvent extracted from the coal. Direct the search for other new technologies and oversee project development opportunities to determine their commercial viability.

Energy Futures Holdings, Director, Governmental Policy (2007 to 2009):

Direct the strategic implementation of integrated governmental policies & campaigns across the corporation, including the three operating companies, Oncor, Luminant and TXU Energy. Lead inter-disciplinary, cross functional teams of subject matter and governmental affairs experts to analyze and develop state and federal legislation on energy & tax issues impacting the electric power industry. Tom left EFH in late 2009.

TXU Corporation, Director, Governmental Policy (2004 to 2006):

Direct the development and implementation of TXU’s governmental policies and advocacy campaigns to 1) develop the competitive market structure in ERCOT, 2) implement smart metering, 3) establish a new business tax to lower local property taxes in Texas, and 4) expand generating capacity with new coal generation in Texas. Tom worked directly with TXU and new ownership leaders to manage government strategies and issues during the private equity purchase of TXU in 2007. He also worked on the team that restructured TXU Corporation in 2004, including the sale of several businesses, to re-establish the financial integrity of the company, following a major business loss in England. Tom also led the

creation and development of the Center for the Commercialization of Electric Technologies in Austin, Texas, as a collaborative effort to accelerate implementation of new technologies needed to build out a “smart grid” in Texas, including design and advocacy for an advanced metering law in Texas.

TXU Corporation, Vice President, Public Policy (2001 to 2003):

Create and direct a new public policy group in support of the company’s international expansion into the Northeastern United States, Australia, England, and European electricity markets, while at the same time directing the company’s governmental campaign to successfully implement a newly competitive electricity market in Texas. This was a particularly challenging period in the company’s history due to the severe credit crunch experienced in this period, the collapse of Enron, brewing international unrest over global warming, and the loss of a large utility subsidiary of the company.

TXU Business Services, Manager, Advocacy & Compliance (1999 to 2000):

Create an overall strategy and direct the company’s external design and advocacy efforts to implement the Texas Electric Choice Act of 1999 in Texas (SB7). This very complex effort required the simultaneous integration of electric industry restructuring, internal business strategies and processes, and external regulatory rulemakings, to successfully open the newly competitive market in Texas in 2002. This effort was consistently referred to as “rebuilding the airplane while it is flying.” He organized, recruited and led over a dozen advocacy teams of internal and external experts, to help shape the regulatory and market framework and rules needed to successfully develop the competitive power market in Texas.

TU Services, Regulatory Engineering Manager (1994 to 1998):

Manage the technical interface for TU Electric, SESCO, and Lone Star Gas with the Dept. of Energy, FERC, the Department of Transportation, Railroad Commission of Texas and the Public Utility Commission of Texas. Activities included integrated resource planning, fuel reconciliations, licensing of new transmission lines, energy efficiency programs, gas pipeline safety, along with many regulatory compliance filings and rulemaking proceedings. He also recruited and managed a diverse team of business and public affairs experts to gather and report government intelligence as an integral part of the “TXU Industry Structure Team” assigned with shaping a reasonable and workable industry restructuring law in Texas.

TU Electric, Regulatory Manager, Nuclear Prudence Case (1988 to 1993):

Manage the preparation, filing and litigation of the Comanche Peak Unit 1 and 2 prudence rate cases before the Public Utility Commission of Texas. Directly managed the company’s response to a PUCT Staff/Consultant Audit of the Comanche Peak project in preparation for the prudence rate case; structured and led 13 subject matter teams (more than 100 employees, attorneys and consultants), to develop and implement a successful regulatory strategy, respond to audit questions, develop and file testimony, negotiate and respond to document discovery, participate in state administrative hearings and support settlement discussions. This team successfully completed the long and arduous journey needed to get PUCT approval to place over \$11 billion of Comanche Peak capital costs into rate base, so

the company could begin recovery of its substantial investment (over ½ of total corporate assets at that time). It was during this part of his career that Tom began working with servant/leader training programs to build highly effective “super teams” within the company. One can only imagine the difficulties and struggles involved in managing cross-functional teams of employees, attorneys and consultants in this difficult, “bet the company” environment. This experience served as the foundation for Tom’s success in managing future complex projects at TXU and elsewhere.

TU Services, Regulatory Project Manager (1984 to 1987):

Direct a special project to retrospectively evaluate the prudence of building Comanche Peak nuclear plant. Tom also provided project management support for legal counsel in support of state court litigation with the minority owners of the plant. This project reported to the senior leadership team of the company and required the management of extensive document discovery and over 200 depositions of company and contractor personnel. He also served as secretary of the Comanche Peak Owners’ Committee from 1985-1988, when TU Electric purchased the minority owner equity in the plant.

TU Services Inc. Communications Department, Senior Engineer (1980 to 1983):

Subject matter expert in the company’s communications department; conducted research on key public issues facing the companies, and worked with executive management to develop the Company’s public policy positions; prepared testimony and briefing materials for executive visits and hearings with government officials; worked with TV and print media on specific issues as needed; also educated senior employees of the company on key issues as part of a speakers bureau in our community affairs group. Also an active member of the “speakers bureau,” participating in public communication training programs, along with numerous public speaking engagements in various forums across the state. He also served as witness coordinator for the President of TU Services in the first rate case for the newly formed consolidated company, TU Electric, in late 1983-early 1984

Texas Electric Service Company, Generating Plant Engineer (1976 to 1979):

Staff engineer at Graham power plant; served as startup engineer for Martin Lake 1 lignite coal and Handley 5 natural gas power plant; also worked on a special project to prepare natural gas units to switch fuels in response to the federal Fuel Use Act of 1978, which prohibited the use of natural gas as a boiler fuel (later repealed); activities included outage maintenance planning and tracking, fuel use management, chemical lab oversight, procurement, unit startup supervision, special modifications to units, etc.

Winnsboro Well Servicing Company, Roughneck (summers 1972-1975):

Roughneck on oil well servicing rigs during in the northeast Texas area (Winnsboro to Longview to Kilgore to Gladewater to Tyler). Activities included rig set up, pulling/wrenching rods, pulling pipe, cleaning production formations, plugging/re-drill/fracking specific formations, supporting wire line services, moving pipe, etc. Income from this summer work helped pay living and school expenses for his college degree.