



COMMONWEALTH OF PENNSYLVANIA  
PENNSYLVANIA PUBLIC UTILITY COMMISSION  
P.O. BOX 3265, HARRISBURG, PA 17105-3265

IN REPLY PLEASE  
REFER TO OUR FILE  
A-110175

COPY

October 4, 2007

KAREN ABBOTT  
LIBERTY POWER HOLDINGS LLC  
800 W CYPRESS CREEK RD STE 410  
FORT LAUDERDALE FL 33309

RECEIVED

JAN 02 2008

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

**RE: ELECTRICITY GENERATION SUPPLIERS LICENSE APPLICATION**

Dear Ms. Abbott

On July 24, 2007, Liberty Power Holdings LLC ("Applicant") filed an application with the Commission for a license to provide electric generation services in the Commonwealth of Pennsylvania. The application was incomplete. Processing of the application cannot be completed until the following information is provided:

1. Affidavit attesting to publication in the appropriate newspapers and Proofs of Publication.
2. CONTACT PERSON-PEMA (Item 2.b.) – Provide the name, title, address, telephone number and FAX number of the person with whom contact should be made by PEMA.
3. REGISTERED AGENT (Item 3.b.) – Provide the complete address and FAX number of the Applicant's Registered Agent in the Commonwealth.
4. CONTACTS FOR CONSUMER SERVICE, etc. (Item 17.a.) – Provide the name, title, address, telephone number and FAX number of the person and an alternate person responsible for addressing customer complaints.
5. DISCLOSURE STATEMENT (Item 17.c.) – Provide a copy of the Applicant's disclosure statement.
6. FINANCIAL FITNESS (Item 19.a.) – Provide sufficient information to demonstrate financial fitness commensurate with the service proposed to be provided.
7. FINANCIAL FITNESS (Item 19.b.) – Provide professional resumes for the Applicant's chief officers. Provide the name, title, address, telephone number and FAX number of Applicant's custodian for its accounting records.

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8. TECHNICAL FITNESS (Item 20) – Provide sufficient information to demonstrate technical fitness commensurate with the service proposed to be provided.

**Your answers should be verified per 52 Pa. Code § 1.36.** Please forward the information to the Secretary of the Commission. In addition, to expedite completion of the application, please fax the information to James Shurskis at (717) 787-4750.

Please direct any questions to James Shurskis, Bureau of Fixed Utility Services, at (717) 787-8763.

Sincerely,



Paul Diskin, Manager  
Energy Industry Group  
Bureau of Fixed Utility Services

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**PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU**

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PROOF OF PUBLICATION OF NOTICE IN THE WILLIAMSPORT SUN-GAZETTE UNDER ACT NO. 587, APPROVED MAY 16, 1929

STATE OF PENNSYLVANIA  
COUNTY OF LYCOMING

SS:

Robert O. Rolley, Jr. Publisher of the Sun-Gazette Company, publishers of the Williamsport, Sun-Gazette, successor to the Williamsport Sun and the Gazette & Bulletin, both daily newspapers of general circulation, published at 252 West Fourth Street, Williamsport, Pennsylvania, being duly sworn, deposes and says that the Williamsport Sun was established in 1870 and the Gazette & Bulletin was established in 1801, since which dates said successor, the Williamsport Sun-Gazette, has been regularly issued and published in the County of Lycoming aforesaid, and that a copy of the printed notice is attached hereto exactly as the same was printed and published in the regular editions of said Williamsport Sun-Gazette on the following dates, viz:

November 30, 2007

Affiant further deposes that he is an officer daily authorized by the Sun-Gazette Company, publisher of the Williamsport Sun-Gazette, to verify the foregoing statement under oath and also declares that affiant is not interested in the subject matter of the aforesaid notice of publication, and that all the allegations in the foregoing statement as to time, place and character of publication are true.

PENNSYLVANIA  
PUBLIC UTILITY  
COMMISSION  
NOTICE

Application of Liberty Power Holdings LLC For Approval To Offer, Render, Furnish Or Supply Electricity Or Electric Generation Services As A Generator And Supplier Of Electric Power To The Public In The Commonwealth Of Pennsylvania, Docket No. A-110175.

On September 25, 2007, Liberty Power Holdings LLC filed an application with the Pennsylvania Public Utility Commission ("PUC") for a licensure to supply electricity or electric generation services as a generator and supplier of electric power. Liberty Power Holdings LLC proposes to sell electricity and related services throughout all of Pennsylvania under the provisions of the Electricity Generation Customer Choice and Competition Act. The PUC may consider this application without a hearing. Protests directed to the technical or financial fitness of Liberty Power Holdings LLC may be filed within 15 days of the date of this notice with the Secretary of the PUC, P.O. Box 3265, Harrisburg, PA 17105-3265. You should send copies of any protest to Liberty Power Holdings LLC at the address listed below. Please include the PUC's "docket number" on any correspondence, which is

*R. O. Rolley*

SUN-GAZETTE COMPANY

Sworn to and subscribed before me

the 29<sup>th</sup> day of November 2007

*Cathy A. Billey*  
Notary Public

NOTARIAL SEAL  
CATHY A. BILLEY, Notary Public  
City of Williamsport, Lycoming County  
My Commission Expires May 15, 2011

STATEMENT OF ADVERTISING COSTS

To the Sun-Gazette Company, Dr.:  
For publishing the notice attached  
hereto on the above state dates.....\$ 188.65  
Probated same.....\$  
Total.....\$ 188.65

# The Times-Tribune

149 Penn Avenue, Scranton, PA 18503

Phone 570-348-9184 • Fax 570-348-9149

9 ADVERTISER CLIENT

7 BILLED/ACCOUNT NO. 255135

5 BILLING PERIOD

11/28/07 11/28/07

3 INVOICE NO. 4 BILLING DATE

11/28/07

2 BILLED ACCOUNT

LIBERTY POWER HOLDINGS LLC  
800 W CYPRESS CREEK RD  
STE 410  
FT LAUDERDALE FL 33309

6 TERMS OF PAYMENT

SEE OTHER SIDE

THIS IS NOT A BILL

10 DATE	11 REFERENCE NUMBER	12 CHARGES OR CREDITS DESCRIPTION/PRODUCT CODE	13 SAU/ DIMENSIONS	14 TIMES	15 BILLED UNITS	16 RATE	17 GROSS AMOUNT	18 NET AMOUNT
28	7951685	LEGAL NOTICE		72	1	72.00	2.73	196.56
28	7951685	AFF CHG 11/28/07			1			5.00

THE SCRANTON TIMES (UNDER ACT P.L. 877 NO. 160, JULY 9, 1976)  
COMMONWEALTH OF PENNSYLVANIA COUNTY OF LACKAWANNA

GINA KRUSHINSKI BEING DULY SWORN ACCORDING TO LAW DEPOSES AND SAYS THAT SHE IS ACCOUNTING CLERK FOR THE SCRANTON TIMES, OWNER AND PUBLISHER OF THE SCRANTON TIMES, A NEWSPAPER OF GENERAL CIRCULATION, ESTABLISHED IN 1870, PUBLISHED IN THE CITY OF SCRANTON, COUNTY AND STATE AFORESAID, AND THAT THE PRINTED NOTICE OR PUBLICATION HERETO ATTACHED IS EXACTLY AS PRINTED IN THE REGULAR EDITIONS OF THE SAID NEWSPAPER ON THE FOLLOWING DATES, VIZ.: HG 11/28/07

AFFIANT FURTHER DEPOSES AND SAYS THAT NEITHER THE AFFIANT NOR THE SCRANTON TIMES IS INTERESTED IN THE SUBJECT MATTER OF THE AFORESAID NOTICE OR ADVERTISEMENT AND THAT ALL ALLEGATIONS IN THE FOREGOING STATEMENT AS TO TIME, PLACE AND CHARACTER OF PUBLICATION ARE TRUE

SWORN AND SUBSCRIBED TO BEFORE ME

THIS 28 DAY OF NOV. A.D. 2007.

*Carleen Kimlin* (NOTARY PUBLIC)

NOTARIAL SEAL  
CAROLYN A TIMLIN  
Notary Public  
CITY OF SCRANTON  
LACKAWANNA COUNTY  
My Commission Expires Dec 2, 2007

LEGAL NOTICE  
PENNSYLVANIA  
PUBLIC UTILITY COMMISSION

Application of Liberty Power Holdings LLC For Approval to Offer, Render, Furnish or Supply Electricity Or Electric Generation Services As A Generator And Supplier Of Electric Power To The Public In The Commonwealth Of Pennsylvania, Docket No. A-110175. On September 25, 2007, Liberty Power Holdings LLC filed an application with the Pennsylvania Public Utility Commission ("PUC") for a license to supply electricity or electric generation services as a generator and supplier of electric power. Liberty Power Holdings LLC proposes to sell electricity and related services throughout all of Pennsylvania under the provisions of the Electricity Generation Customer Choice and Competition Act. The PUC may consider this application without a hearing. Protests directed to the technical or financial fitness of Liberty Power Holdings LLC may be filed within 15 days of the date of this notice with the Secretary of the PUC, P.O. Box 3265, Harrisburg, PA 17105-3265. You should send copies of any protest to Liberty Power Holdings LLC at the address listed below. Please include the PUC's "docket number" on any correspondence, which is A-110175.

24 AGING

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22 CURRENT NET AMOUNT

201.56

The Scranton Times, L.P.

**TERMS OF PAYMENT** Payable last day of month following billing date.  
A 1% per month finance charge will be added to past due balances. This is an annual percentage rate of 12%.

25 TOTAL NET AMOUNT DUE

PAY AMOUNT

AMOUNT OF PAYMENT

26 BILLED/ACCOUNT NO. 27

255135 LIBERTY

NAME

LIBERTY POWER HOLDINGS LLC

DETACH AND RETURN THIS PORTION WITH YOUR PAYMENT

REMITTANCE ADVICE

The Times-Tribune  
149 Penn Avenue, Scranton, PA 18503  
Phone 570-348-9184 Fax 570-348-9149

By and through:  
Karen Abbott  
Liberty Power Holdings LLC  
800 W. Cypress Creek Rd. Suite 410  
Ft. Lauderdale, FL, 33309  
Phone: 954-771-1463  
Fax: 954-208-0367

OATH of PUBLICATION  
In  
THE ERIE TIMES-NEWS

COMBINATION EDITION

LIBERTY POWER  
800 W CYPRESS CREEK RD  
STE 410  
ST LAUDERDALE FL 33309

REFERENCE: L0003739  
0000835576 PENNSYLVANIAPUBLIC U

STATE OF PENNSYLVANIA)  
COUNTY OF ERIE ) SS:

James E. Dible being duly sworn, deposes and says that he is the Publisher of the Times Publishing Company, which publishes: the Erie Times-News, established October 2, 2000, a daily newspaper of general circulation, successor, by consolidation, of the Morning News, established January 1957, and the Erie Daily Times, established April 1888, daily newspapers of general circulation, and published at Erie, Erie County, Pennsylvania, and that the notice of which the attached is a copy published, in the regular editions of said newspaper of the dates referred to below. Affiant further deposes that he is duly authorized by the TIMES PUBLISHING COMPANY, publisher of The Erie Times-News to verify the foregoing statement under oath, and affiant is not interested in the subject matter of the aforesaid notice or advertisement, and that all allegations in the foregoing statement as to time, place and character of publication are true.

PUBLISHED ON: 10/04

TOTAL COST: 177.70 AD SPACE: 62 LINE  
FILED ON: 10/04/07

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JAN 02 2008

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

PENNSYLVANIA  
PUBLIC UTILITY  
COMMISSION  
NOTICE  
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By and through:  
Karen Abbott  
Liberty Power Holdings LLC  
800 W. Cypress Creek Rd.  
Suite 410  
Ft. Lauderdale, FL, 33309  
Phone: 954-771-1463  
Fax: 954-208-0387  
(10-835576-NT-4)

Sworn to and subscribed before me this

4th day of October 2007 Affiant:

NOTARY: *Tami J. Brown*

*James E. Dible*

NOTARIAL SEAL  
TAMI J. BROWN, NOTARY PUBLIC  
ERIE, ERIE COUNTY, PENNA.  
MY COMMISSION EXPIRES ON MARCH 30, 2010

Proof of Publication in The Philadelphia Inquirer  
Under Act. No 160, P.L. 877, July 9, 1976

STATE OF PENNSYLVANIA  
COUNTY OF PHILADELPHIA

Anna Dickerson being duly sworn, deposes and says that **The Philadelphia Inquirer** is a daily newspaper published at Broad and Callowhill Streets, Philadelphia County, Pennsylvania, which was established in the year 1829, since which date said daily newspaper has been regularly published and distributed in said County, and that a copy of the printed notice of publication is attached hereto exactly as the same was printed and published in the regular editions and issues of said daily newspaper on the following dates:

November 2, 2007

Affiant further deposes and says that he is an employee of the publisher of said newspaper and has been authorized to verify the foregoing statement and that he is not interested in the subject matter of the aforesaid notice of publication, and that all allegations in the foregoing statement as to time, place and character of publication are true.

*Anna Dickerson*

Sworn to and subscribed before me this 2nd day of  
November, 2007

*Mary Anne Logan*  
Notary Public

My Commission Expires:

NOTARIAL SEAL  
Mary Anne Logan, Notary Public  
City of Philadelphia, Phila. County  
My Commission Expires March 30, 2009

Copy of Notice of Publication

PENNSYLVANIA  
PUBLIC UTILITY COMMISSION  
NOTICE

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By and through: Karen Abbott  
Liberty Power Holdings LLC  
800 W. Cypress Creek Rd. Suite 410  
Ft. Lauderdale, FL 33309  
Phone: 954-771-1463  
Fax: 954-208-0387

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JAN 02 2008

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

The Patriot-News Co.  
812 Market St.  
Harrisburg, PA 17101  
Inquiries - 717-255-8237

The Patriot-News  
Now you know

LIBERTY POWER CORP  
800 W. CYPRESS CREEK ROAD  
SUITE 410

FORT LAUDERDALE FL 33309

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JAN 02 2008

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S OFFICE

THE PATRIOT NEWS  
THE SUNDAY PATRIOT NEWS

Proof of Publication

Under Act No. 587, Approved May 16, 1929  
Commonwealth of Pennsylvania, County of Dauphin} ss

Joseph A. Dennison, being duly sworn according to law, deposes and says:

That he is the Assistant Controller of The Patriot News Co., a corporation organized and existing under the laws of the Commonwealth of Pennsylvania, with its principal office and place of business at 812 to 818 Market Street, in the City of Harrisburg, County of Dauphin, State of Pennsylvania, owner and publisher of The Patriot-News and The Sunday Patriot-News newspapers of general circulation, printed and published at 812 to 818 Market Street, in the City, County and State aforesaid; that The Patriot-News and The Sunday Patriot-News were established March 4th, 1854, and September 18th, 1949, respectively, and all have been continuously published ever since;

That the printed notice or publication which is securely attached hereto is exactly as printed and published in their regular daily and/or Sunday/ Metro editions which appeared on the date(s) indicated below. That neither he nor said Company is interested in the subject matter of said printed notice or advertising, and that all of the allegations of this statement as to the time, place and character of publication are true; and

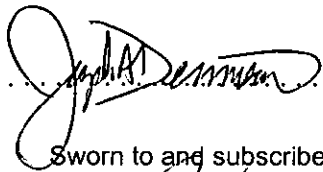
That he has personal knowledge of the facts aforesaid and is duly authorized and empowered to verify this statement on behalf of The Patriot-News Co. aforesaid by virtue and pursuant to a resolution unanimously passed and adopted severally by the stockholders and board of directors of the said Company and subsequently duly recorded in the office for the Recording of Deeds in and for said County of Dauphin in Miscellaneous Book "M", Volume 14, Page 317.

PUBLICATION COPY

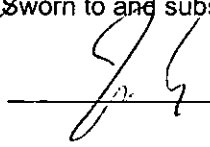
This ad # 0001757950 ran on the dates shown below:

October 04, 2007

PENNSYLVANIA  
PUBLIC UTILITY COMMISSION  
NOTICE  
Application of Liberty Power Holdings LLC For Approval To Offer, Render, Furnish Or Supply Electricity Or Electric Generation Services As A Generator And Supplier Of Electric Power To The Public In The Commonwealth Of Pennsylvania, Docket No. A-110175.  
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By and through: Karen Abbott  
Liberty Power Holdings LLC  
800 W. Cypress Creek Rd. Suite 410  
Ft. Lauderdale, FL, 33309  
Phone: 954-771-1463  
Fax: 954-208-0387



Sworn to and subscribed before me this 05 day of October, 2007 A.D.



Notary Public

COMMONWEALTH OF PENNSYLVANIA

Notarial Seal  
James L. Clark, Notary Public  
City Of Harrisburg, Dauphin County  
My Commission Expires June 2, 2008

Member, Pennsylvania Association Of Notaries

### Proof of Publication of Notice in Pittsburgh Post-Gazette

Under Act No 587, Approved May 16, 1929, PL 1784, as last amended by Act No 409 of September 29, 1951

Commonwealth of Pennsylvania, County of Allegheny, ss M. Goodwin, being duly sworn, deposes and says that the Pittsburgh Post-Gazette, a newspaper of general circulation published in the City of Pittsburgh, County and Commonwealth aforesaid, was established in 1993 by the merging of the Pittsburgh Post-Gazette and Sun-Telegraph and The Pittsburgh Press and the Pittsburgh Post-Gazette and Sun-Telegraph was established in 1960 and the Pittsburgh Post-Gazette was established in 1927 by the merging of the Pittsburgh Gazette established in 1786 and the Pittsburgh Post, established in 1842, since which date the said Pittsburgh Post-Gazette has been regularly issued in said County and that a copy of said printed notice or publication is attached hereto exactly as the same was printed and published in the \_\_\_\_\_ regular editions and issues of the said Pittsburgh Post-Gazette a newspaper of general circulation on the following dates, viz:

23 of October, 2007

Affiant further deposes that he/she is an agent for the PG Publishing Company, a corporation and publisher of the Pittsburgh Post-Gazette, that, as such agent, affiant is duly authorized to verify the foregoing statement under oath, that affiant is not interested in the subject matter of the afore said notice or publication, and that all allegations in the foregoing statement as to time, place and character of publication are true.

#### COPY OF NOTICE OR PUBLICATION

PENNSYLVANIA PUBLIC UTILITY COMMISSION NOTICE Application of Liberty Power Holdings LLC For Approval To Offer, Render, Furnish Or Supply Electricity Or Electric Generation Services As A Generator And Supplier Of Electric Power To The Public In The Commonwealth Of Pennsylvania, Docket No. A-110175. On September 25, 2007, Liberty Power Holdings LLC filed an application with the Pennsylvania Public Utility Commission ("PUC") for a license to supply electricity or electric generation services as a generator and supplier of electric power. Liberty Power Holdings LLC proposes to sell electricity and related services throughout all of Pennsylvania under the provisions of the Electricity Generation Customer Choice and Competition Act. The PUC may consider this application without a hearing. Protests directed to the technical or financial fitness of Liberty Power Holdings LLC may be filed within 15 days of the date of this notice with the Secretary of the PUC, P.O. Box 3265, Harrisburg, PA 17105-3265. You should send copies of any protest to Liberty Power Holdings LLC at the address listed below. Please include the PUC's "docket number" on any correspondence, which is A-110175. By and through: Karen Abbott Liberty Power Holdings LLC 800 W. Cypress Creek Rd. Suite 410 Ft. Lauderdale, FL, 33309 Phone: 954-771-1463 Fax: 954-208-0387

M. Goodwin  
PG Publishing Company

Sworn to and subscribed before me this day of:  
October 23, 2007

Linda M. Gaertner  
COMMONWEALTH OF PENNSYLVANIA

Notarial Seal  
Linda M. Gaertner, Notary Public  
City Of Pittsburgh, Allegheny County  
My Commission Expires Jan. 31, 2011  
Member, Pennsylvania Association of Notaries

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JAN 0 2 2008

PA PUBLIC UTILITY COMMISSION SECRETARY'S BUREAU

#### STATEMENT OF ADVERTISING COSTS

Liberty Power  
Karen Abbott  
800 W Cypress Creek Rd.  
Ste. 410  
Fort Lauderdale FL 33309

To PG Publishing Company

Total ----- \$450.00

#### Publisher's Receipt for Advertising Costs

PG PUBLI NY, publisher of the Pittsburgh Post-Gazette, a newspaper of general circulation, hereby acknowledges receipt of the aforesaid advertising and publication costs and certifies that the same have been fully paid.

Office  
34 Boulevard of the Allies  
PITTSBURGH, PA 15222  
Phone 412-263-1338

PG Publishing Company, a Corporation, Publisher of  
Pittsburgh Post-Gazette, a Newspaper of General Circulation

By Maria Lucci

I hereby certify that the foregoing is the original Proof of Publication and receipt for the Advertising costs in the subject matter of said notice.



# AFFIDAVIT

STATE OF FLORIDA §  
COUNTY OF BROWARD §

My name is Alberto Daire. I am the Chief Operating Officer of Liberty Power Holdings.

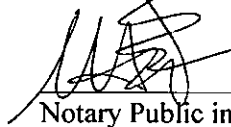
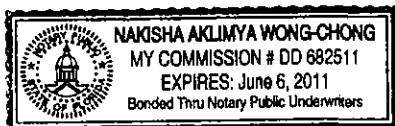
I swear or affirm that Liberty Power Holdings will adhere to the reliability protocols of the North American Electric Reliability Council, the appropriate regional reliability council(s), and the Pennsylvania Public Utility Commission, and that it agrees to comply with the operational requirements of the control area(s) within which it provides retail service



Signature of Affiant/Responsible Party

Alberto Daire  
Typed or Printed Name

SWORN TO AND SUBSCRIBED TO BEFORE ME on the 19<sup>th</sup> day of  
October, 2007



Notary Public in and for the  
State of Florida

My Commission Expires:

June 6, 2011

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PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

**2. Contact Person-PEMA (Item 2.b.)**

Ignacio Taveras

Vice President Pricing, Structuring & Risk Management

800 W Cypress Creek Rd., Ste. 410, Fort Lauderdale, FL 33309

Phone: 954-598-7037

Fax: 954-771-6644

**3. Registered Agent (Item 3.b.)**

Corporate Creations Network Inc.

915 State Street

Erie, PA 16501

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PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

**4. Contacts for Consumer Service (Item 17.a)**

Andrea Santiago

Customer Care Supervisor

800 W Cypress Creek Rd., Ste. 410, Fort Lauderdale, FL 33309

Phone: 954-598-7060

Fax: 954-208-0207

Jenny Zyak

VP, Operations

800 W Cypress Creek Rd., Ste. 410, Fort Lauderdale, FL 33309

Phone: 954-598-7064

Fax: 954-208-0207

## **5. Disclosure Statement (Item 17.c)**

Disclosure statement for small customers is attached as attachment 17.c

## **6. Financial Fitness (Item 19.a)**

Liberty Power Holdings is a subsidiary of Liberty Power Corp., a national retail electric provider licensed in 15 states. It has the financial capability to buy, sell, and trade wholesale power in PJM, NEPOOL, ERCOT, MISO, NYISO and is a registered FERC power marketer. An organizational chart is attached as attachment 19.a.

Liberty Power Holdings has executed a bond payable to the Pennsylvania Public Utility Commission in the amount of \$250,000 to ensure financial integrity.

## **7. Financial Fitness (Item 19.b)**

Liberty Power Holdings is led by the CEO David Hernandez who has a decade of energy marketing experience and founded Liberty Power in 2001. His resume is attached.

Alberto Daire serves as COO and has 16 years in the energy and telecom industry. His resume is attached.

Applicant's custodian for its accounting records:

Victoria Medina Dusch

VP, Finance

800 W Cypress Creek Rd., Ste. 410

Fort Lauderdale, FL 33309

Phone: 954-598-7047

Martha Machado

Director of Accounting

800 W Cypress Creek Rd., Ste. 410

Fort Lauderdale, FL 33309

Phone: 954-598-7042

## **8. Technical Fitness (Item 20)**

Liberty Power Holdings is a subsidiary of Liberty Power Corp., a national retail electric provider licensed in 15 states. Liberty Power supplies retail customers in New York, Texas, Maryland, and Washington DC and buys, sells, and trades wholesale power in PJM, NEPOOL, ERCOT, MISO, NYISO and is a registered FERC power marketer.

Operations directly overseen by Alberto Daire who serves as COO and 16 years experience in the energy and telecom industry. His resume is attached.

Ignacio Taveras serves as VP of Pricing, Structuring & Risk Management. He is responsible for all interactions in the wholesale market including scheduling. He has a decade of experience in the electricity industry in pricing, trading, and structuring. His resume is attached.

Brent Glines serves as the Director of Supply Management. He is responsible for procuring power to serve retail customers. He has extensive experience at Calpine, PEPCO Energy Services and regulated utilities. His resume is attached.

Jenny Zyak serves as the VP of Operations. She is responsible for enrollment, billing, and customer care.

Liberty Power Holdings is submitting an affidavit stating that we will adhere to the reliability protocols of the North American Electric Reliability Council, the appropriate regional reliability council(s), and the Commission, and that we agree to comply with the operational requirements of the control area(s) within which we provide retail service.

**Ignacio Taveras**  
800 W Cypress Creek Rd Suite 410  
Ft. Lauderdale, FL 33309.  
954-598-7037  
itaveras@libertypowercorp.com

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JAN 02 2008

**PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU**

## **Professional Experience**

### **Liberty Power, Vice-President Pricing, Structuring & Risk Management, 2006 - Present**

• Responsible for providing leadership in establishing strategies and direction, *developing processes and methodologies, and implementing policies and procedures* in the following areas:

- Retail market analysis and product structuring
- Wholesale market fundamental analysis
- Pricing and deal structuring
- Hedging and supply management
- Energy operations

### **Liberty Power, Director of Pricing & Risk Management, 2004 - 2006**

• Responsible for overall development and implementation of pricing strategy and deal structuring. Approved indicative pricing and reviewed executable pricing before final approval from Risk Control. Led the development and analysis of hedging strategies for retail deals and other portfolio requirements. Monitored the performance of the market manager books and analyzed violations to risk limits established by the Risk Control department. Provided leadership to the team to manage the daily requirements to serve load

### **Reliant Energy, Manager, Pricing & Structuring, 2002 - 2004**

- Responsible for all pricing activities for industrial customers in Texas and all retail deals in the Northeast.
- Responsible for the development of forward curves of non-liquid commodities.
- Developed additional technical expertise or secured external resources in the areas of congestion and ancillary services

### **Enron Energy Services, Manager, Retail Structuring, 2001**

- Led the product development and retail structuring functions for the New England and PJM markets, for both small and large commercial customers

### **Enron South America, Trader, Trading & Marketing, 2000**

- Led the development and implementation of trading operations in Central America and Colombia. Executed hourly trades between generators and loads. Monitored the real-time load versus day-ahead positions and bought or sold power based on the real time positions and evaluation of market conditions

**Constellation Power, Manager, Origination, 1999-2000**

**Public Service Energy Resources, Manager, Structuring and Fundamentals, 1997 - 1998**

- Worked as a member of the Market Fundamentals team in information collection, analysis and distribution of key market data
- Supported various members of energy trading and portfolio optimization teams to include coal and emissions trading and portfolio management, coal group, numerous power trading teams, power generation and gas trading
- Performed innovative statistical analysis providing informational advantages to core groups, ensured company's interests were protected from changing market landscape
- Initiated new fundamentals ideas on trade floor to leverage public and private market information and communicate these ideas among various groups

**Coastal Power, Manager, Business Development and Origination, 1996 - 1997**

**World Bank, Consultant, 1994 - 1996**

**Education**

- 5/85 BS, Electrical Engineering, Instituto Tecnológico de Santo Domingo
- 5/90 Masters, Electrical Engineering, University of Pennsylvania
- 5/94 Masters, Energy Management, University of Pennsylvania



## Liberty Power Holdings Small Customer Disclosure Statement

This is an agreement for electric generation service, between Liberty Power Holdings LLC and  
customer's name  
full address  
full address

### Background

- Liberty Power Holdings LLC ("Liberty Power") is licensed by the Pennsylvania Public Utility Commission to offer and supply electric generation services in Pennsylvania. Our PUC license number is A-110XXX.
- We set the generation prices and charges that you pay. The Public Utility Commission regulates distribution prices and services. The Federal Energy Regulatory Commission regulates transmission prices and services.
- If you ask us, we can bill you directly for our service.
- Right of Rescission - You may cancel this agreement at any time before midnight of the third business day after receiving this disclosure.

### Definitions

- Generation Charge - Charge for production of electricity.
- Transmission Charge - Charge for moving high voltage electricity from a generation facility to the distribution lines of an electric distribution company.

### Terms of Service

#### Basic Service Prices

You will pay RATE per kWh for electric generation service.

#### Length of Agreement

You will buy your electricity generation service for the above street address from Liberty Power Holdings LLC beginning date through date of expiration, if any.

#### Penalties, Fees and Exceptions

**Late Payment Fees:** Payables are due and payable by the stated due date on your invoice and will be subject to a finance charge for any late payment (at the lesser of 1.8% per month or the maximum rate permitted by applicable law) and collection fees, including reasonable attorneys' fees and court costs. A fee of \$30 per transaction will be assessed due to insufficient funds for any method of payment.

#### Cancellation Provisions:

If you cancel your Agreement with us after the rescission period but before the end of the initial term, you may be subject to payment of an Early Termination Payment described below.

Liberty Power will calculate a "Termination Value" if you decide to cancel this agreement before the end of the initial term, and if that Termination Value is calculated to be a positive number, you shall be obligated to make an Early Termination Payment to Liberty Power in an amount equal to the absolute value of the Termination Value.

The Termination Value is the "Contract Value" of your contract minus the "Market Value" of your contract.  
Termination Value = Contract Value - Market Value

Where:

Contract Value = Contract Price x Contract Quantity, and  
Market Value = Market Price x Contract Quantity.

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The Contract Quantity shall be defined as the total usage for the balance of the term of this Agreement, based on the historical monthly consumptions for the accounts constituting this Agreement. The Market Price shall be defined as a load-weighted average of energy forward prices in the congestion zones where the accounts are located and to include ancillaries, transmission losses and other pass through components. The term for the Market Price will be for remaining term of the contract. Liberty Power agrees to act in a commercially reasonable manner to establish the Market Price. This early termination fee shall be waived if Customer provides satisfactory documentation demonstrating that the Customer has moved to another premise.

You may also be subject to paying the Early Termination Payment as calculated above if you are found to be in default of this Agreement. An "Event of Default" shall mean for the Customer, (i) the failure to make, when due, any payment required under this Agreement or (ii) the failure to take electric supply when delivered under terms of this Agreement if such failure is not cured within ten (10) Business Days after giving written notice to Liberty Power. Liberty Power may discontinue service to the Customer for failure to pay invoices due after fifteen (15) days written notice.

For reason other than failure to pay invoices or an event of default, Liberty Power may cancel this Agreement upon thirty (30) days written notice to the customer, with no penalty to the customer.

**Renewal Provision**

The fixed rate associated with the term of the Agreement will automatically convert to a monthly variable rate after completion of the initial term unless you renew your contract under a new fixed rate Agreement at least fifteen (15) days prior to the end of the existing fixed rate term, or inform us if you wish to leave Liberty Power at the end of the initial term at least fifteen (15) days prior to the end of the existing fixed rate term. Liberty Power will continue to serve you on a variable rate until receiving notice that you wish to convert to a new fixed-rate term Agreement or end your Agreement with us.

**Agreement Expiration/Change in Terms**

If you have a fixed term agreement with us and it is approaching the expiration date or if we propose to change our terms of service, we will send you written notice in each of our last three bills or in separate mailings before either the expiration date or the effective date of the changes. We will explain your options in these three advance notices.

**Dispute Procedures**

Contact us with any questions concerning our terms of service. You may call the PUC if you are not satisfied after discussing your terms with us.

**10. Contact Information**

Generation Supplier Name:	Liberty Power Holdings Customer Care
Address:	800 W. Cypress Creek Rd. Suite 410 Ft. Lauderdale, FL, 33309
Phone Number:	1-866-POWER-99
Fax:	1-877-772-2354
Email:	info@libertypowercorp.com
Internet Address:	<u>www.libertypowercorp.com</u>

Electric Distribution Company Name: \_\_\_\_\_

Provider of Last Resort Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_



[Type text]

Phone Number:

Public Utility Commission (PUC)

Address:

Electric Competition Hotline Number:

Universal Service Program Name:

Phone Number:

Attachment 17.c

\_\_\_\_\_

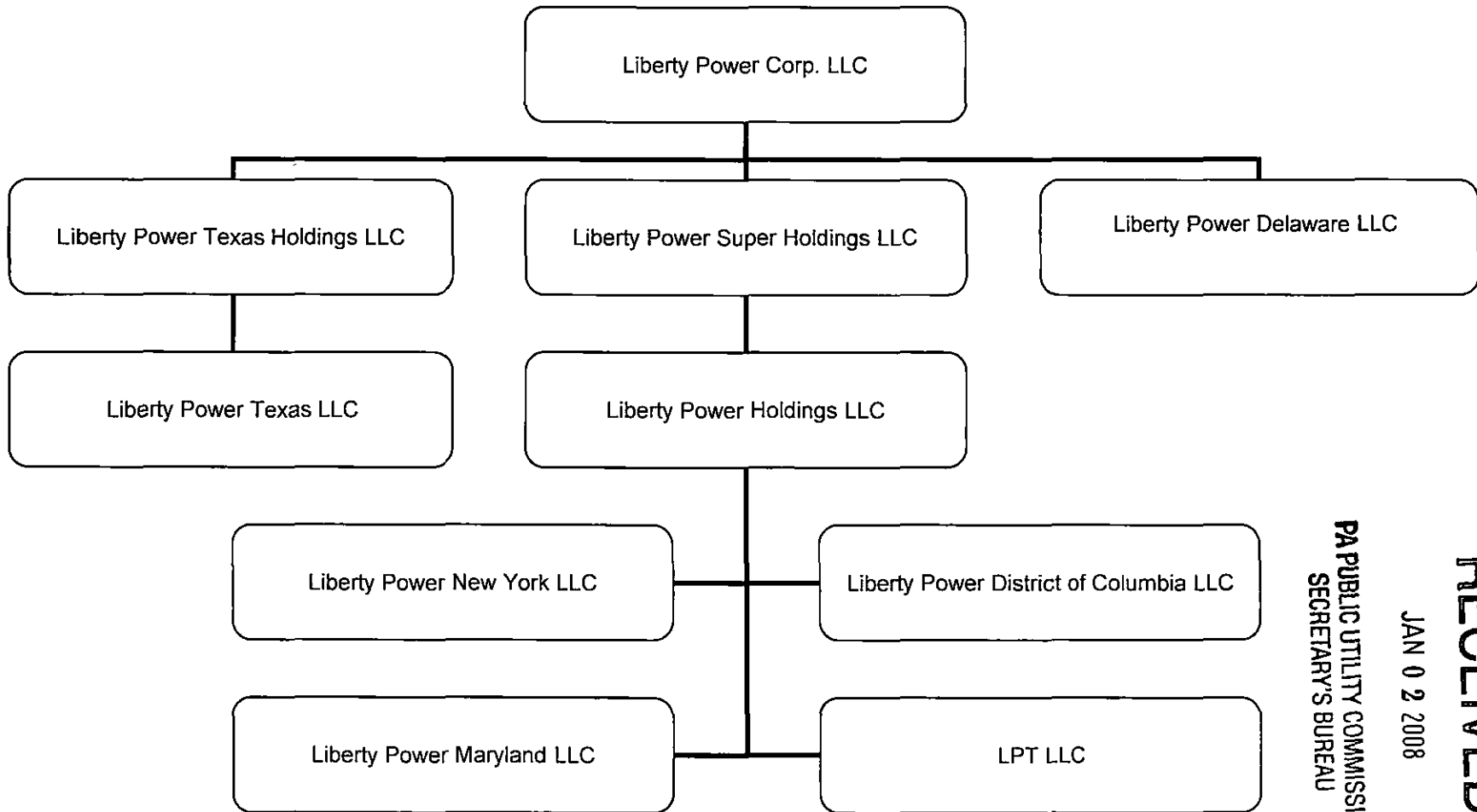
P.O. Box 3265 Harrisburg, PA 17105-3265  
1-888-782-3228

\_\_\_\_\_

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[Type text]

Attachment 19.a  
Liberty Power Entities Legal Structure



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**DAVID HERNANDEZ**  
 240 Churchill Road  
 West Palm Beach, FL 33405  
 Office: 954-771-7007 • Mobile: 832-423-8594  
 david.hernandez@libertypowercorp.com

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**LIBERTY POWER CORP**, Houston, TX  
*Chairman and Chief Executive Officer*

2001-Present

- Co-founder of energy services provider targeting business and government customers in deregulated states.
- Devise strategy to gain market share in geographic regions traditionally served by utility companies and recently opened for competition.
- Building team to execute on strategy: from customer acquisition, to account switching, to building back-office billing and customer service support systems.
- Lead team in building a successful business within a fast-paced, dynamic power market.

**ENRON**, Houston, TX

1999-2001

*Co-Head, North America Power Site Optimization, 2001*

- Co-founded a development group targeting brown field projects to increase the efficiency and output of existing generation facilities in supply-constrained regions of the United States.
- Led multi-disciplinary team from finance, legal, engineering and power marketing to formulate customized site optimization and financing structures. Presented site optimization value proposition to customers.
- Originated and developed projects with industrial customers, QF facilities and municipalities. Negotiate pricing and structure with customers and power traders.

*Manager, Energy Service Sales, 1999-2001*

- Marketed Enron's power commodity and hedging products to medium and large industrial customers. Offered strategies to hedge customer commodity price and volumetric exposures.
- Presented customer \$10 million offer to mitigate deregulation risk in existing commodity positions nationwide. Executed the unwinding of a \$3 million Demand Side Management and commodity position with a large industrial customer.
- Interfaced with structuring, risk management, legal and finance groups to get internal approvals.

**SALOMON SMITH BARNEY**, New York, NY

1998

*Summer Associate*

- Provided stock recommendations based on multiples comparisons and DCF analysis.

**NORTEL NETWORKS**, Miami, FL

1993-1997

*Finance Director, 1996-1997*

- Managed team in financial modeling of project finance and structured finance deals.
- Negotiated sales financing terms with network customers and advised on take-out financing sources.
- Established credit review process to minimize value at risk with distributors of network equipment.
- Reviewed and approved sales proposals to determine if they met profitability and NPV targets.

*Senior Analyst, 1993-1995*

- Formulated yearly budgets and quarterly forecasts for a \$1 billion division.
- Prepared project profitability and cash flow forecasts; analyzed actual results against forecasts.
- Coached junior analysts on project to determine cost of capital for customers in Latin America.

**BANK OF AMERICA**, Miami, FL

1991-1993

*Analyst*

- Analyzed clients' financial statements to determine their credit quality and repayment ability.
- Structured bridge loans and commercial lines of credit to meet client needs.

Education:

**NEW YORK UNIVERSITY, Leonard N. Stern School of Business, New York, NY**  
**Master of Business Administration, Emphasis in Finance and Marketing, 1999**

- Vice President, Sales and Trading Association, 1998-1999
- Led team to win annual Stern Marketing Strategy Competition, 1998
- Co-Founder, Latin American Business Association, 1997

**PALM BEACH ATLANTIC UNIVERSITY, West Palm Beach, FL**  
**Bachelor of Science, Accounting, 1991**

- Magna Cum Laude; Passed CPA exam
- Dean's list six semesters.

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Alberto Daire

1500 Bay Rd #1044  
Miami Beach, FL 33139

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(305) 992-8142  
alberto.daire@libertypowercorp.com

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**EDUCATION** THE UNIVERSITY OF NORTH CAROLINA Chapel Hill, NC  
KENAN-FLAGLER BUSINESS SCHOOL  
Master of Business Administration, May 1994. Recipient of Consortium for Management Fellowship.

UNIVERSITY OF MIAMI Miami, FL  
Bachelor of Science, Industrial Engineering, May 1989. GPA: 3.80. Marchel Schaps Award - Outstanding Industrial Engineering Senior. Omicron Delta Kappa Leadership Society.

**EXPERIENCE**

2002-Present **Liberty Power Corp** Ft. Lauderdale, FL  
*Chief Financial Officer* Responsible for all finance and accounting areas for an electric energy service company serving customers in deregulated states.

2000 - 2002 **Nortel Networks - Caribbean & Latin American Division** Sunrise, FL  
*Senior Manager, Business Development.* Manage group responsible for providing consulting services for Nortel customers with the objective of driving new business sales.

- Responsible for managing customer engagements, qualifying opportunities and development of account strategy.
- Perform market analysis, customer portfolio analysis and innovative business case development to further grow Latin American market.
- Manage staff of 3 consultants.

1998 - 2000 *Senior Manager, Business Analysis & Planning.* Manage financial planning of \$600M wireless telecommunications product portfolio in the Latin American Region.

- Review and appropriate contract proposals with regard to strategic value to Nortel and profitability including pricing, margin analysis, and cost reduction.
- Manage staff of 1 manager and 2 analysts.
- Assist commercial marketing team during contract negotiations for major customers.

1996 - 1998 *Manager, Business Analysis & Planning.* Responsible for formulating and developing quarterly forecasts for the \$800M Latin American division of a global communications network provider.

- Supervise staff of 3 analysts responsible for performing financial analysis on forecasts and actuals of entire region.
- Provide finance support to Enterprise Networks division including margin analysis, asset management, and cost reduction.
- Key finance member of project team required to analyze and negotiate two \$300M contracts with a South American telephone service provider.

1994 - 1996 *Senior Financial Analyst.* Miami, FL

- Utilized financial expertise to analyze strategic business opportunities identified in the region.
- Key finance member of cross-functional team tasked with analyzing the feasibility of establishing a manufacturing plant in Brazil.
- Designed 4 profitability models for regional products and presented recommendations to executive management.

1991 - 1992 **GE Electrical Distribution & Control** Bridgeport, CT  
*Manufacturing Supervisor.* Supervised staff of 11 machine operators (IUE Union). Managed the production of 2 million metal piece parts per week.

- Initiated cost cutting programs which reduced manufacturing expense by 32%.
- Coordinated special cross-functional groups. Organized operators into problem solving teams resulting in a 35% reduction of scrap costs.

1990 - 1991 **GE Aerospace** **East Windsor, NJ**  
*Sourcing Specialist.* Procured electronic and mechanical components for Aerospace Group.

- Negotiated agreements with 29 major suppliers for Electronic Data Interchange (EDI). Resulted in savings of \$250,000 per year.
- Coordinated implementation of two supplier systems with combined yearly purchases of \$2.4 million. Consolidation resulted in savings of \$350,000 over previous 20 suppliers.

**ADDITIONAL DATA** Bilingual: fluent in Spanish  
Proficient with spreadsheet and database software (Lotus, Excel, Dbase)  
Traveled extensively throughout Europe & Latin America.

## PROFESSIONAL EXPERIENCE

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- Establishes or recommends to management major corporate economic strategies, objectives, and policies for company. Recommends modifications to existing corporate programs.
- Provides thought leadership on company's finance activities. Partners with business management in helping to assess the financial implications of new business initiatives and to develop annual budgets.
- Prepares reports which summarize and forecast company business activity and financial position in areas of income, expenses, and earnings based on past, present, and expected operations.
- Develops and implements accounting polices, coordinates systems, and procedures.
- Directs preparation of budgets, reviews budget proposals, and prepares necessary supporting documentation and justification.
- Oversees the company's cash management polices and procedures and financial analysis.
- Responsible for the monthly, quarterly and year-end financial reporting.
- *Manages the general accounting, tax, and finance functions.*
- Oversees the accounting system conversion and implementation.
- Provides management with timely reviews of organization's financial status and progress in its various programs and activities.
- Establishes and administers tax polices and procedures including the preparation of the company's tax provision, tax liabilities and deferred tax assets. Advises management on desirable operational adjustments due to tax code revisions.
- Arranges for audits of company's accounts. Oversees preparation of reports required by regulatory agencies.
- Establishes relations with banks and other financial institutions.

**TELEFONICA, S.A., Miami, FL****1999-2007**

*(Telefónica, S.A. is a world leader in the telecommunication sector, with a market capitalization of almost 100 billion US\$. With presence in Europe, Africa and Latin America, it is the leading carrier in the Spanish-Portuguese speaking market with over 191 million customers.)*

***Chief Financial Officer, Telefónica USA, Inc. (2004-2007)***

Oversaw the Finance, Accounting and Administration area of wholly owned subsidiaries of Telefónica, with three operations in Puerto Rico and the USA with combined revenues of \$100 million. Directed implementation and measurement of key performance indicators for each business unit, including target EBITDA and ROI by client project, and market sector performance indicators with an emphasis on maximizing profit and shareholders' return.

- Improved EBITDA from a negative \$6 million in 2004 to a positive \$500,000 in 2005 while supporting a compound annual growth rate of revenues of 8.5% through 2006.
- Spearheaded implementation of an integrated, web-based application to manage financial and accounting reporting, providing real-time P&L data for each business unit, facilitating data-driven decision-making, reducing headcount and creating a more automated and efficient accounting system.
- Project-managed the consolidation of three operations into one, while identifying and implementing cost control initiatives totaling \$3.7 million and reducing headcount by 7%.

***Chief Executive Officer, Telefónica Larga Distancia de PR, Inc. (2000-2004)***

Provided strategic direction to all areas of the business including Sales of Voice and Data Services, Carrier Relations, Marketing, Network Operations, Management Information Systems, Human Resources, Legal, Finance and Administration. Led an executive team of seven.

- Successfully turned around 8-year losses of \$24 million to profit of \$3 million within one year.
- Restructured all areas of the business, streamlining business processes and closing out underperforming areas while achieving a headcount reduction of 15%.

***Director of Corporate Unit, TLD & NewComm Wireless Services, Inc. dba Movistar (1999-2000)***

Led the Finance and Management Control, Administration, Human Resources, Carrier Relations, Management Information Systems areas, for TLD and Movistar, as well as the Logistic and Line Activation areas of Movistar, with combined revenues in excess of \$73 million. Led a team of 36.

- Analyzed business plans on proposed new business opportunities, forecasting ROI and recommending investments in various initiatives including rollout of a data transport network for a new line of business with revenue increase of 9% within 12 months.
- Supported capital fundraising for Movistar, achieving investment capital of \$200 million.

***Director, Finance & Administration, NewComm Wireless Services, Inc. dba Movistar (1999)***

Led the fast-track launch of a joint venture between a local entrepreneurial partnership and TLD in the areas of Finance, Accounting, Human Resources, Procurement, Contracting, Line Activation, and Administration. Oversaw contracting of essential business services.

- Devised and implemented procedures and internal controls for a startup operation in accordance with USGAAP and sound business practices. Created and implemented inventory logistics processes which enabled the distribution of inventories to direct and indirect sales channels throughout the whole island.
- Developed HR practices and led development of organizational structure, job titles, and compensation plans. Recruited key personnel with growth of division to 300.

**AT & T OF PUERTO, INC., San Juan, PR**

**1993-1999**

***Chief Financial Officer (1998-1999)***

Directed all areas related to the financial aspects of the two subsidiaries of AT&T in Puerto Rico and the US Virgin Islands including all controllership functions, treasury and finance, budgeting, forecasting and managerial reporting.

- Led the restructuring of the entire finance organization, reducing staff from 32 employees to 16, reevaluating all processes and procedures to ensure that critical and value added functions received adequate attention. Participated in leading the restructuring of all business areas of AT&T of Puerto Rico, Inc.

***Comptroller (1994-1998)***

Directed the areas of General Accounting, Accounts Payable, Payroll, Taxes and Cash Management operations and process improvement implementation. Prepared and analyzed financial statements and generated forecasting reports and actively participated in budgeting. Directed a staff of 11.

- Managed implementation of Oracle Financial platform. Identified and implemented process improvements. Reduced closing cycle from 7 to 3 days and improved accuracy to 100%.

***Treasury Manager (1993-1994)***

- Reduced IRS penalties from delayed payments and errors in Social Security, Disability and W-2 filings.

**DELOITTE, LLP, San Juan, PR**

**1982-1993**

***Senior Audit Manager (1990-1993)***

***Audit Manager (1987-1990)***

***Senior Consultant, Emerging Business Service Department (1985-1987)***

***Staff Accountant (1982-1985)***

Planned, supervised, and managed domestic and multinational audit engagements including the preparation and analysis of financial statements and discussion of audit reports.

**EDUCATION**

**BBA, Accounting, University of Puerto Rico, San Juan, PR**  
*(High Honors)*

**CERTIFICATIONS**

**Certified Public Accountant, PR**

**PROFESSIONAL ASSOCIATIONS**

*American Institute of Certified Public Accountants ("AICPA")*  
*Puerto Rico Society of Certified Public Accountants*  
*Financial Executives International*





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Professional Experience:

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**10/07-Current Energy Supply Director**

- Maintains Load Forecasting database and ensures that customer's metered data is consistent with CIS system.
- Forecasts load requirements for NYISO, PJM and ERCOT on a daily basis.
- Manages the testing of new utility markets in the load forecasting system.
- Submits daily schedules of day-ahead purchases for NYISO, PJM and ERCOT to scheduling service provider.
- Coordinates between supplier counterparties, ISOs and scheduling service providers the daily scheduling of bilateral energy and ancillary service transactions.
- Manages purchases of products from Independent System Operators (ISO), including the purchase of ancillary services, capacity and transmission.
- Manages relationship with scheduling service provider and negotiates new terms.
- Maintains relationships with ISOs and represent Liberty Power in ISO market committees.
- Interfaces with Structuring Group in the development and updates of forward curves and pricing models.
- Assists Trading and Origination in negotiating structured transactions with wholesale counterparties and portfolio management.
- Generates backcasts of retail load in NYISO, PJM and ERCOT on a daily basis.
- Reconciles initial invoices provided by ISOs.
- Generates final retail load and determines variance against ISOs final settlement.
- Generates daily settlement reports.
- Files disputes with ISOs.

**05/05 – 09/07 Senior Risk Analyst for Calpine Merchant Services Company**

- Managed the development of customized reports for senior management on Calpine's overall risk position
- Currently establishing Calpine's environmental attribute position within Nucleus
- Managed the term portfolio reporting for West, Central and East Term Books. This included evaluating and supervising the modeling of structured deals. These deals include swaps, fixed price options, spread options, transportation, and storage. Reported the profitability, the daily positions and company exposure of the book.
- Managed and reported the Canada Gas as it relates to the West Term Books.
- Managing the daily entry of term curves from trader spread sheets to Nucleus. This includes daily NYMEX and NYMEX option volatilities, 90 day correlations, interest rates and Canada exchange rates. Responsible for checking the accuracy of pricing curves before they are pushed into Nucleus.
- In all of these aspects of reporting profitability and company exposure, I have utilized Excel, Visual Basic, Curve Manager, Nucleus and Calpine personnel.

**06/04 – 05/05 Pricing and Analytics Manager for Pepco Energy Services**

- Developed Excel pricing models for new market territories, such as, NYISO, and other PJM expanding areas such as Allegheny, and Duquesne.
- The structured products include fixed price, straight LMP, LMP adder, and heat rate contracts (gas commodity to power commodity conversion).
- Analyzed the accuracy of pricing variables within current models such as congestion, transmission, ancillaries services, load following and full requirements risk for PJM and NYISO.
- Responsible for notifying the Front Office about the new short positions and their impacts on the energy portfolio.

Personnel Reporting – 2 Pricing Analyst

**05/03 – 05/04 Energy Consultant - Glines Energy Company**

- A registered aggregator for Texas Electric Choice.
- Provided consulting in risk management processes, retail pricing, and energy portfolio management for retail electric providers, commercial and industrial customers.
- Estimated the customer's price to beat

- Consulted with Retail electric provider on managing gas swaps and derivatives.
- Determined if electric customers (ERCOT) can benefit by switching to a different REP.
- Assisted in the purchase of power for the retail electric business in ERCOT. These responsibilities included hedging power sells, hedging full requirement exposure from firm customers, and developing counter party relationships.
- Commodities purchased include: gas NYMEX look-likes, gas call options, gas swaps, heat rate power contracts and physical fixed price power purchases for hedging forecasted demand volume.
- Developed a Retail Pricing model for Residential, Commercial and Industrial Power Customers.

10/97 – 03/03

**Risk Manager for SCANA Services covering the subsidiaries of SEMI, SCPC and PSNC**

**Gas Portfolio Management**

- Developed and implemented a risk management plan for SEMI's deregulated retail business in Georgia and presented the plan to senior staff. The risks addressed in the plan are: price risk, volumetric risk (weather derivatives, full requirements premium), basis risk, index premium risk and storage risk
- Developed a hedging plan for SEMI's fix price commercial and industrial customers (plan covers partial and full contracts) in North Carolina, South Carolina, Georgia, Michigan and California offices. Participants have the choice of: NYMEX price triggers, physical basis swaps, fixed price, price caps, collars and index gas.
- Managed the hedge program for regulated SCPC and PSNC
- Developed a hedging strategy for restructuring storage into a synthetic call option, without impacting operation integrity.
- Developed and executed a risk management plan for California Transportation between the Malin/PG&E City Gate (Redwood) and SOCAL/PG&E City Gate (Baja).
- Managed a portfolio of fixed price, basis, index, transportation risk books
- Worked with internal auditors in the evaluation of energy transactions and position risk in the commodities markets, for both financial and physical.
- Managed NYMEX financial gas contracts for three subsidiaries (approximately 2,000 contracts)

**Structured Transactions**

- Structured and execute no-cost collars, caps and floors to fit customer risk management needs.
- Defined structured pricing for SEMI's deregulated markets (pricing includes commodity, basis, index premium/discount, fuel, transportation, full requirements premium, option premium and margin).
- Restructured futures contracts into call options.
- Developed pricing models for SEMI's deregulated commercial and industrial customer markets.
- Implemented residential fixed and cap pricing structures.
- Structured the purchase of competitive marketer's industrial customer portfolios

Personnel Reporting – 2 Risk Analyst and 1 Clerk

7/95 – 10/97

**Retail Pricing Specialist for Emerging Electricity Market, South Carolina Electric & Gas Company**

**Research pricing methodology**

- Customer types were segmented into full requirement and base load customers.
- Built a wholesale forward price curve from the current market, market zones and positions.
- Estimated a risk factor for full requirements using a stated rate class load shape and commodity prices
- Valued a price cap for a full requirement customers (can be determined by calculating an option and adding a volumetric risk factor to the options cost).

Personnel Reporting – 1 Analyst

1988 – 7/95

**Senior Research Analyst for Demand-Side Management and Senior Market Research Analyst, South Carolina Electric & Gas Company**

Process Manager - for customer requirements research used in the corporate CFCIP (Customer Focus Continuous Improvement Process). This research concentrates on operational improvements for electrical transmission/distribution systems and related customer services.

**Managed Customer Research Projects**

- Research projects were designed to determine customer satisfaction for Industrial, commercial and residential.
- New product development research

Personnel Reporting – 2 Analyst and 15 full time interviewers

Researched (Electric) Demand-Side Management Programs and Customer Research

- Collected and analyzed customer data bases
- Analyzed program impacts on demand load and customer research using (SAS)
- Developed (SAS) forecasting models to predict customer participation.
- Developed models to predict program load impacts for business analysis.

**Education:**

**12/87** Masters of Arts degree in applied Economics with a concentration in Finance from the University of North Carolina at Greensboro.

The degree focused on the application of statistical modeling in the solution of business and economic problems. Emphasis in applied econometric and forecast modeling techniques. Thesis research: “OPEC – Proof of an Anti-Competitive Organization” The research included theoretical and empirical event study analysis. Statistically tested the event effects.

**6/85** Bachelor of Arts degree in Economics with a minor in Business from the University of North Carolina at Charlotte.

**DIRECTOR / MANAGER – CLIENT SUPPORT OPERATIONS**

**Call Center Operations / Performance Management / Team Building / Organization Restructuring / CRM  
Business Process Standardization / Strategic Planning / Partnerships / Reengineering**

Innovative management leader with expertise in directing policies and procedures in large domestic call centers for **AT&T Wireless**. Adept in building business support and collaborative relationships. Consensus builder and change agent highly skilled in leading high-performance teams to achieve or exceed targeted objectives. Proven history of leading operations and quality initiatives to drive increased profitability while controlling costs. Accomplished leader in driving business in highly competitive world of wireless sales and service.

- ◆ **Drove \$119M in cost reductions through improved efficiencies.**
- ◆ **Led 88 efficiency improvement projects, achieving \$43M in cost savings.**
- ◆ **Improved AT&T Wireless operational efficiencies nationwide, saving \$30M annually.**

Key Skills: Establishing strategic vision and direction maximizing client relationships. Implementing cost controls. Demonstrating entrepreneurial leadership.

BBA, Business Management, Northwood University, 1996. *Cum Laude*

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**PROFESSIONAL ACHIEVEMENTS**

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**Drove 110% reduction in repeat errors and 54% in process errors resulting in \$119M savings for AT&T** through improved efficiencies. Company experienced high customer base calling and resolution time creating immediate attention to internal processes due to launch and implemented of new customer relationship system. Led activities with IT department to identify, communicate and resolve errors. Trained team to support customer service with future system deployment, sustainment issue tracking, resolution, and process documentation.

**Led 88 efficiency improvement projects, achieving \$43M in cost savings.** Call center experienced heavy level of inbound customer calls, all processes required restructure. Led team of 34 project managers on a variety of efforts to integrate new policies and procedures, driven by customer service requirements. Standardized intranet site used by call center representatives. Uniformed credits and adjustments process. Introduced reason / resolution tracking tool for customer calls, and recurring electronic fund transfers. Introduced automated dropped call adjustment process.

**Improved AT&T Wireless operational efficiencies nationwide, saving \$30M annually.** Company suffered from redundancy in local efficiency improvement efforts. Introduced new strategic plan to AT&T Wireless customer service department directors, and gained approval to implement the initiative nationwide, improving and standardizing operational processes. Developed national training program, and achieved nationally consistent experience for all customers.

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**CAREER SUMMARY**

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**VP of Operations, Liberty Power, January 2006 - Current.** Manage all aspects of customer care, operations and billing. Train, develop and supervise customer call center, customer enrollment, billing and EDI transactions.

**Call Center Manager, Florida Department of Transportation, March, 2005 to January, 2006.** Manage daily activities of 90 customer service representatives, handling 13k + calls daily. Train, develop and motivate 4 Supervisors, 4 Leads, plus Scheduling Administrator and Call Center Payroll Administrator. Partnered with the Training and Quality Manager and achieved JD Power Certification on our first attempt.

**AT&T Wireless Services / McCaw Wireless, 1990 to March, 2004.** Rapidly promoted to positions of increased responsibility through this \$10B wireless / telecommunications company.

**Director, National Performance Management- AT&T, 1998 to March, 2004.** Directed all aspects of integrating new national policies/procedures driven by billing, fraud, legal, and customer service department issues. Managed impacts to operations of 35 call centers, internal and third party, averaging 181K per day. Identified and implemented standardization and improvement opportunities throughout the nation. Developed and introduced Customer Service Roadmap strategies. Utilized measurements for success such as: handle time, percent of base, transfer rate, ASA, occupancy rate, ACW, number of calls handled vs. abandoned, quality scores, schedule adherence, cost per call, reason resolution path rates and on line self service rate.

**Lead Project Manager – AT&T, 1995 to 1998.** Organized/developed team to handle all call center project work. Developed/implemented reengineering activities/programs to improve customer care business processes.

**Customer Care Manager - McCaw, 1994 to 1995.** Managed daily activities of 140+ customer care representatives, handling 10k+ inbound calls daily. Trained, developed and motivated 10 supervisors.

**Support Services Supervisor - McCaw, 1993 to 1994.** Managed all support functionality of Customer Care department, including billing disputes, contract changes, correction of out of sync conditions, and other functions.

**Customer Service Representative – McCaw, 1990 to 1993.** Handled Customer Care inbound calls, and Save Retention outbound calls to cancelled customers. Initiated Outreach group outbound calls to new customers.