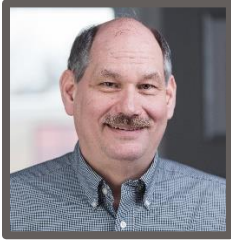


DONALD HARKER

Senior Consultant



Harker is the founder of DKMT Consulting. His professional career spans more than 30 years in the energy industry. Harker has extensive experience in business process improvement and has led numerous projects involving staffing analysis, cost allocation, benchmarking, power plant operations, reliability analysis and asset valuation and privatization.

Harker's past achievements include the following:

- ▶ Developed a Human Capital Model and Strategic Staffing plan for the US Department of Energy National Nuclear Security Administration. Engagement includes identification of salient skills, organizational competencies and business drivers affecting staffing.
- ▶ Managed the development of a cost model and historic cost database for \$11 billion dollar government enterprise. Engagement focused on identifying synergies to be obtained through the consolidation and modification of contract vehicles for 8 government owned contractor operated facilities. This engagement included SEB support for a \$22 billion first of a kind government cost-savings procurement.
- ▶ Managed utility system characterization studies for NAVFAC SW. Purpose of the study was to leverage information obtained during previous utility privatization studies to develop the foundation for a comprehensive enterprise-wide asset management plan.
- ▶ Supported client's integrated resource plans for various generation technologies. Mr. Harker developed cost inputs for three types of nuclear power plants.
- ▶ Managed the development of a Performance Improvement group within a leading energy delivery company. Responsible for performing initial gap analysis, client relationship, developing organization integration plan and development of standardized policies, processes and procedures to support implementation of a new asset management process.
- ▶ Developed Energy Security Plan for City of Aspen, Colorado
- ▶ Managed the evaluation of PIV card investment strategy for US Department of Energy, National Nuclear Security Administration.
- ▶ Managed the evaluation of power supply options for Naval Engineering Facilities Command-Southwest Division. Engagement included development of probabilistic decision model and evaluation of legislative initiatives in California.
- ▶ Project Manager for privatization of military electric, natural gas, water and wastewater utility systems in the western United States. Responsibilities included market valuations of government assets; O&M cost determinations, performance metrics, development of utility service contracts, management of sales process, negotiations support and bid evaluations. This \$10 million dollar project involves the privatization of over \$400 million dollars in government utility assets.

EXPERTISE

- ▶ Process Improvements
- ▶ Information and Data Management
- ▶ Resource Planning
- ▶ Financial and Risk Modeling
- ▶ Risk Management
- ▶ Developing Training Programs
- ▶ Staffing Analysis
- ▶ Benchmarking

30+ YEARS OF EXPERIENCE

DONALD HARKER

(continued)

- ▶ Managed the development of methodology and model to evaluate capabilities and vulnerabilities of military installations to “island” themselves from utility infrastructure for up to two years.
- ▶ Managed project team for electric utility reliability issues. Drafted reliability report for State of Illinois Attorney General, Illinois Commerce Commission and independent analysts. Assisted client with management of reliability issues.
- ▶ Developed cost allocation methodology for unbundling of delivery services. Analyzed various A&G cost allocation strategies in support of rate filing for distribution business. Developed client testimony related to A&G cost allocation
- ▶ Developed, introduced and administered various new product and service initiatives. Product Manager for ComEd’s EnergyTracker™ product line. Created sales strategy and commission structure, conducted competitive threat analysis, and negotiated with various vendors. Explained product concept to staff of Illinois Commerce Commission and provided support for docketed testimony. Achieved \$1 million first year sales.
- ▶ Co-managed the Commonwealth Edison Energy Cooperative, a unique load aggregation vehicle and business relations program designed to provide incentives to selected large customers. Program served dual roles as active demand side energy plan and load retention vehicle.
- ▶ Team Leader for Business Process Improvements of a Fortune 500 Company. Processes analyzed and improved included, training, treasury operations, logistics, billing, and energy management. Attained American Society for Quality certification as Certified Quality Manager.

NUCLEAR EXPERIENCE

- ▶ For a confidential commercial client supported the development of a financial commercialization model for an existing prototype *fusion* power plant.
- ▶ Developed and implemented business process improvement strategies at a Midwest Nuclear Station as assistant to Site Vice President. Activities included benchmarking business processes, statistical analysis, developing pro forma financial scenarios, conducting material condition breakeven analysis, and facilitating departmental planning.
- ▶ Member of industry sponsored PWR and BWR Severe Accident Management Procedures Groups, responsible for technical development, regulatory compliance and government relations in the development of new industry-wide nuclear accident classification criteria. Developed operations and maintenance based power plant emergency exercises. Performed audits for other utilities’ emergency response plans.
- ▶ Lead Scenario Developer for nuclear power plant emergency drills. Exercised Federal, State and Local agencies through the writing, simulation and evaluation of nuclear power plant emergencies across multi-state jurisdictions. Developed exercises on nuclear power plant simulators to challenge operators with procedural divergent scenarios.
- ▶ Managed the training curriculum development process for the training department at a Midwest Nuclear Power Station. Utilizing the Systematic Approach to Training process, INPO training accreditation guidelines and Nuclear Regulatory Commission requirements successfully led the training accreditation effort for operations and maintenance training departments.

DONALD HARKER

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- ▶ Performed probabilistic risk assessment reviews of procedural changes and reviewed impacts on Final Safety Analysis Report
- ▶ For course development purposes, led a comparative study of instructional techniques between the nuclear power industry and the airline industry.
- ▶ As a Senior Nuclear Reactor Operator instructor, developed learning objectives, lesson plans and taught emergency response procedures to nuclear power plant operators from various utilities. The SRO instructor curriculum was an 18-month training process involving technical and instructional training.

WORK EXPERIENCE

DKMT Consulting, Founder

Navigant Consulting Inc., Director

Exelon Corporation, Manager

Richardson-Estes, Manager

Westinghouse Electric, SRO Instructor

EDUCATION

MBA Kellogg Graduate School of Management, Northwestern University Evanston, IL

Finance and Marketing Bachelor of Science, United States Naval Academy, Annapolis, MD