

VISTA

Dr. John N. O'Brien

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SUMMARY: Dr. O'Brien has over forty years of experience in the energy business. He is President and CEO of the Vista Consulting Group, a Managing Partner in Shale and Sands Oil Recovery, and CEO of Vista Lighting Inc. He is Executive Director of the nonprofit Sunlight Is Free, Inc. which is a charity providing off grid lighting in impoverished communities. He is also a former Commissioner on the Florida Energy Commission (two-year term ended in July 2008) and is a member of Flagler College's Public Administration faculty. He has also served as a subject matter expert and expert witness providing litigation services in numerous legal cases in state and federal courts.

Before that he served as President of Global Change Associates; Principal at Skipping Stone, Inc.; Founder, President and CEO of several energy companies and served as a Full Scientist at the U.S. Department of Energy's Brookhaven National Laboratory in the Department of Nuclear Energy.

His areas of expertise include the restructuring and functioning of the electric and natural gas markets and infrastructure in the U.S. and Canada; unconventional oil and natural gas production from oil sands, shale formations and hydraulic fracturing technology; solar energy regulation, finance and production including net metering and associated regulation; commercial energy contract matters; mineral rights and royalties; energy market planning and analysis; application of small modular nuclear reactors; investment banking and analysis in the energy sector; founding and building energy businesses; patent writing, submission and examination; clean coal technologies; generation plant siting, permitting and project finance; and mergers and acquisition, among others.

EXPERIENCE

President & CEO - April 2004 to Present

Vista Consulting Group Inc, 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 field of 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 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 needed to truly understand and address the

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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.

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 to the Florida Legislature to formulate an overall energy policy for the State. Dr. O'Brien also was Co-chairman of the Climate Change Working Group of the Commission. In addition to the general work of the Commission, Dr. O'Brien attended and co-chaired a number of Climate Change Working Group public hearings and attended and participated in all of the Commission's public hearings and sessions. He also voted on all matters before the Commission.

Managing Partner – 2004 to Present

Shale and Sands Oil Recovery LLC (SASOR), St Augustine, FL 32084

Dr. O'Brien has been working to integrate nuclear energy technologies with unconventional oil and gas recovery techniques for over ten 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 pending patents in Canada and Australia all of which are held by SASOR.

President & CEO – 2008 to Present

Vista Lighting Inc. St Augustine, FL 32080

Dr. O'Brien spent several years perfecting a printed circuit board design that is more efficient and creates better light than existing designs. The Company is currently providing "off-grid" solar powered, home-based lighting systems that are being provided to charities in the Caribbean for distribution in poverty prone areas. The Company is currently working on a cost-effective retrofit system for fluorescent lighting fixtures in commercial settings.

Adjunct Faculty – 2007 to Present

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

Dr. O'Brien has been teaching classes in Flagler College's Public Administration Department in a number of areas of public policy. These courses include fiscal planning, US economic policy, ethics in public service, health care policy, and social

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research methods, among others. He continues to maintain his expertise in areas of public policy.

Executive Director – January 2016 to Present

Sunlight Is Free, Inc. St Augustine, Florida 32080

This charity provides off grid lighting to impoverished communities in the Caribbean, Africa, and Central and South America.

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 thirty 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 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, Inc., Rosemont, PA

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 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 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 over 1,000 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.

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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 1988, 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

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 among the youngest individuals to achieve the status of Full Scientist in Brookhaven's history. He achieved national reputation for studies in organization and management in the electric utility industry.

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He published over 50 reports, articles, law reviews and a book on nuclear nonproliferation while at Brookhaven.

Testimony and Public Speaking Activities

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, Serial No. 19* Other witnesses included: Mr. Robert Pitofsky, Chairman, Federal Trade Commission; Mr. A. Douglas Melamed, Principal Deputy Assistant Attorney General, Antitrust Division, U.S. Department of Justice; Anthony Early, CEO Detroit Edison; Steven Burton, Sr. VP, Sithe Energies; John B. Howe, Chairman, Massachusetts Department of Public Utilities; Michael Travieso, People's Council, State of Maryland; and James Serota, Antitrust Section, American Bar Association; among others.

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, June 3, 1997, *Potential Effects of Electricity Deregulation in the State of New York*.

Regulatory Proceedings

Testified before a number of state commissions on various subjects. The state commissions include, the Virginia Corporations Commission, New York Public Service Commission, Massachusetts Department of Public Utilities, Illinois Commerce Commission, Florida Public Service Commission, the National Association of Regulatory Utility Commissioners, and others. Topics included the restructuring of electric and gas markets, regulatory provisions for solar energy production and finance, consumer protections in the energy markets, separation of regulated and unregulated businesses, clean coal and other renewable energy resources, and avoidance of cross-subsidies, among others.

Judicial Testimony and Litigation Expert Services

Dr. O'Brien has been an expert witness in over 20 litigation actions involving energy matters. He has prepared and sponsored expert reports and testified 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. References on judicial subject matter expert and expert witness services rendered may be provided by request and subject to nondisclosure and confidentiality agreements.

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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:

Information Forecast (INFOCAST)

Center for Business Intelligence (CBI)

Power Marketers Association (PMA)

Electric Utility Consultants, Inc. (EUCI)

National Association of Regulatory Utility Commissioners (NARUC)

IBC

New York University Energy Forum

Donaldson, Lufkin & Jenrette Public Finance Forum

Mid-America Regulatory Conference (MARC)

Electric Consumers Research Council (ELCON)

Gas Mart

Power Mart

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

Excelon

PEPCO

Cummins Corp.

COLLEGE COURSES TAUGHT

The History of US Economic Policy

Fiscal Management

Ethics in Public Service

US Health Care Policy

Social Research Methods

General Chemistry

Organic Chemistry

Environmental Chemistry

Introduction to Public Policy Issues

EDUCATION

B.A. Chemistry, Syracuse University; *M.A.* and *Ph.D.* Maxwell School of Public Administration and Citizenship, Syracuse University.

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