

## *Services for Energy Providers*

The domestic and international energy markets are undergoing fundamental changes that affect all energy providers. These include: vertically integrated utilities, generators, producers, independent transmission system operators, transporters, storage owners and operators, transmission and distribution utilities, wholesale and retail marketers, energy service companies, and fuel oil and propane dealers.

As a result, the consulting needs of energy providers have changed dramatically. To assist our clients in meeting this challenge head-on, R.J. Rudden Associates has evolved into a market responsive, international consultancy that offers leading edge services in all areas of strategic importance serving the needs of all energy providers.

## *Areas of Expertise*

Rudden's expertise includes: Economic and Financial Analysis; Strategic, Management and Marketing Services; Industry Restructuring Support; Litigation and Regulatory Support; Technical Analysis; and Implementation Support. As a result we have the first-hand industry expertise and experience necessary to independently advise energy providers in the evaluation of energy market complexities. This includes the ability to provide services in the following areas:

- Financial and economic analysis
- Strategic planning and implementation
- RTO/ISO/ITC formation and operations
- Market design, rules and operations
- Energy acquisition and risk management
- Contract negotiations
- Tariff and rate design
- Revenue requirements
- Cost-of-service studies
- Marketing and communications planning
- Organizational assessment
- Technical modeling
- Litigation support

## *Representative Clients*

Rudden delivers value through the application of first-hand industry expertise, strong implementation capabilities, thought leadership and a team-based philosophy that facilitates the transfer of capabilities and knowledge to our clients. In all, we have served more than 300 clients worldwide since 1981. Representative energy provider clients include:

Ameren Energy Corporation	Enmax	Northeast Utilities
American Transmission Company	Enova	PJM Interconnection
Atlanta Gas Light Company	Enron	Pacific Gas and Electric
BC Hydro	Hydro Quebec	Philadelphia Gas Works
Boston Edison Company	Illinova Power Marketing	Potomac Electric Power
California ISO	Iroquois Gas Transmission	Sempra
Calpine	ISO – New England	Southern Energy
Centra Gas Manitoba Inc.	KeySpan	Star Gas Partners, L.P.
Cinergy	Mappcor	Trigen Energy Corporation
Columbia Gas	Midwest ISO	U.S. Generating Company
EnergyWest	New York ISO	UtiliCorp United