

THOMAS W. KRUEGER

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QUALIFICATIONS

- Over twenty-five years experience in the energy industry including team management and business organization, project evaluation and development, contract structuring and negotiation, business origination, sales and marketing, economic development, commercial and industrial energy efficiency, and electrical design and construction.
- A proven track record of providing leadership in motivating high performance teams as well as solving complex business and community challenges.
- Successful in shaping public policy, developing power generation and distribution systems, creating and managing of large real estate and infrastructure projects, selling energy products and services, and consulting to commercial and industrial businesses.

WORK HISTORY

2004-present	Manager, Generation Project Development, Energy Northwest
2000- 2004	President, Energy Consultants
2000- 2003	President, Nordic Biofuels Vice President, Nordic Energy & Power Marketing
1996- 2000	Director, Origination & Business Development Enron Capital & Trade Resources Corp.
1995-1996	Director of Business Development First Point Utility Services
1993-1995	Manager of Economic Development Portland General Corporation
1989-1993	Sales Manager--Industrial Development Portland General Electric
1986-1989	Project Manager - Major Accounts & Industrial Construction, Portland General Electric
1980-1986	Area Engineer -- Central Division Core Area, Portland General Electric

BUSINESS ORIGINATION & DEVELOPMENT

Energy Northwest

Providing leadership and oversight to the generation resource development for northwest public power. Lead Project Developer of the Pacific Mountain Energy Center, an IGCC generation plant that will supply twenty regional Public Utilities and a two Investor Owned

(Energy Northwest, continued)

Utilities. Strengthening company focus on utility relationships and diverse power supply. Restructuring team to include Power Management Services and reorganizing a four-year biomass development program. Providing oversight and support over 200 MW of wind development to assist utility members meet State renewable portfolio standard (RPS) requirements. Actively promoting generation projects and public policy to regional and federal representatives.

Energy Consultants

Assembled and managed a strong group of technical consultants to assist industrial and commercial businesses in major areas of energy project development, site selection, energy contracts, expert witnesses, permitting and right-of-way assistance, energy efficiency, process improvement, and strategic planning.

Nordic Energy

Rebuilt and redirected under performing origination and mid-marketing business unit. Expanded power management, improved management practices, increased revenues, and negotiated long-term supply agreements. Established and managed several power and ethanol production developments including plant expansions, green field developments, and plant acquisition. Project Development Success: Revenna Ethanol (60 million gallon/year production) in Nebraska.

Enron

Developed a regional business strategy and implemented industrial growth plans by providing integrated customer solutions including power and natural gas marketing, financing, power plant and infrastructure development, EPC contracts, and creative risk management structures. Originated multimillion dollar integrated proposals and transactions in Washington, Oregon, California, Texas, and Montana. Significant projects completed include: Pittsburgh Energy (250 MW), Las Vegas Cogeneration Expansion (200MW), Coyote II (250MW), and Fountain Hills Energy (250 MW), Longview Energy (250 MW) and formation of an Ethanol Production & Marketing Strategy.

Portland General Corp| First Point Utility Services

Developed a proactive organization and implemented a strategic plan to generate revenue by promoting the economic development goals of targeted communities. Established national/international business networks to recruit and supply expanding industrial businesses. Successfully implemented a comprehensive industrial site inventory and infrastructure analysis program. Created and distributed a statewide growth opinion survey. Key Results include:

- Oregon Technology Park: Purchased 173 acres to develop and site High Technology industry resulting in over \$13.8 million net in property, service, and power sales.
- Reliability Zone Marketing Strategy: The strategy incorporated customer research and involvement, new technology applications, and capital investment to improve system performance to promote industrial sites to the Semiconductor industry. Integrated with State and local industrial recruitment efforts to achieve over 30% of all new 1996 semiconductor business in the United States in Portland General's reliability zones. This resulted in nearly \$13 billion in new investment, 8,000 new jobs, and 415 MW of new electrical load over five years.
- Public/private partnerships: Developed and successfully implemented programs to promote

(Portland General Corp\ First Point Utility Services, continued)

community growth and revitalization. Projects include the Old Town Enhanced Building Lighting program, City Life Housing project, Maritime Museum, Jackson Bottom Interpretive Center, Saturday Market Building renovation, Nightlife District, Vintage Trolley, and the Historical Mural of Transportation.

- National Aggregation - Successfully introduced Economic Development services to expand business in new markets. Examples include: Canby, Oregon and Palm Springs, California.

SALES & MARKETING

Portland General Electric

Successful in promoting utility energy products and services to both commercial and industrial businesses. Industrial experience includes significant technical sales in the high technology, food processing, wood products, pulp and paper, and metals industries. Delivered broad-market results by directing energy service contractors in commercial business districts. Negotiated long-term industrial energy and service agreements.

Educated and persuaded major commercial and industrial customers to understand and implement energy efficient electrical designs into their buildings and facilities. Evaluated market trends and developed relevant sales plan for market segments and individual customers. Mentored and coached sales representatives. Introduced and presented new concepts, applications, and technologies to increase market share. Sold and marketed appropriate programs and services to solve customer problems and increase profits.

Awards: Distinguished Sales & Marketing Award - 1990 (presented by the Sales & Marketing Executives International of Portland). Electric Power Quality Sales Award - 1990. Commercial Development Top Performer - 1990. Business Energy Efficiency Award for Energy Smart Design - 1991. Overall Industrial Sales Award - 1991.

INFRASTRUCTURE PROJECT MANAGEMENT

Portland General Electric

Extensive electrical distribution project management, design and construction background including radial systems, network grids, and specialized industrial applications. Managed and coordinated electrical services and programs according to customers' design team construction schedule. Worked and communicated effectively with developers, architects, consulting engineers, contractors, and internal engineers to insure smooth construction and installation of electrical or product services.

Introduced ideas and new products and services to customer at pertinent times during the design and construction phases of project. Facilitated, organized, and presented customer programs and products from a variety of company departments, vendors, and governmental agencies to improve business partnerships and customer satisfaction.

A highlight of this job was to successfully manage the utility modifications and construction associated with the installation of a City of Portland Light Rail System in the downtown business area.

ENGINEERING & CONSTRUCTION

Portland General Electric

Supervised, trained, and supported Service & Design Consultants with technical knowledge required to implement service with building owners and contractors. Evaluated and researched engineering designs, prepared financial reports, made recommendations for efficient productivity and construction with controlled costs. Evaluated cost projections, profit analysis and budget systems. Improved the utilization of personnel, materials, and equipment through the application of standardization, capacity analysis, quantity and quality planning, and budget control.

COMMUNITY BUSINESS INVOLVEMENT

Actively promoted new business and community support through participation on community boards, committees and associations. Organized, managed, and motivated committees involving local businesses to establish and achieve goals.

Currently on the Advisory Board for the DOE Big Sky Carbon Sequestration Partnership. Appointed to the State of Oregon Aerospace Task Force, Appointed to the Mayor's Biotech Committee, Appointed Board member to the Historical Old Town Association, Appointed Chairman, Presidents Club, Portland Chamber of Commerce, Appointed Division Chairman Junior Achievement Fund Drive, Elected to the Board of Directors of Electra Credit Union. Have been active with BOMA, IDRC, NAIOP, PNEDC, CUED, Tualatin Valley Economic Development, I-5 Corridor Association, Livable Oregon, Newberg Economic Development, Association for Portland Progress, Columbia Corridor Association. Past member of TAPPI (world's largest professional association serving the pulp, paper, converting and packaging industries) and Northwest Ports Association.

EDUCATION

- Bachelor of Science in Mechanical Engineering; Montana State University.
- Graduate courses in electrical engineering, marketing, finance, and management; University of Portland.
- Advanced finance and derivative courses; Enron Corp, University of Texas

References provided at request