



**PJM Prequalification Application**  
**Duke – American Transmission Company**  
**September 2013**

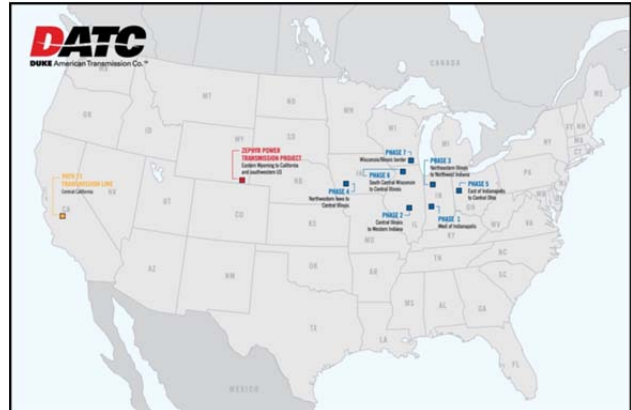
## Prequalification Contents

<b>Introduction</b> .....	3
Duke American Transmission Company .....	3
Duke Energy.....	3
American Transmission Company .....	4
<b>Engineering and Technical Qualifications</b> .....	4
<b>Development and Construction</b> .....	5
DATC Development History .....	5
DATC’s Combined Transmission Experience .....	5
Delivering Value.....	6
Transmission Projects Under Development or Recently Completed by DATC, ATC, and Duke Energy ...	6
<b>Standards and Capabilities</b> .....	12
Compliance .....	12
System Restoration and Response .....	12
Planning .....	13
Routing, Siting & the Environment.....	13
Customer Service.....	13
Safety .....	14
Regulatory .....	14
Finance .....	14

## Introduction

### Duke American Transmission Company

Duke-American Transmission Company, LLC (DATC) is a joint venture of Duke Energy Transmission Holding Company, LLC (Duke Energy Transmission or Duke Energy) and American Transmission Company, LLC (ATC). DATC was established in 2011 to build, own and operate electric transmission infrastructure in North America. Equity ownership of DATC is shared equally between Duke Energy Transmission, a wholly owned indirect subsidiary of Duke Energy Corporation, and ATC. DATC is governed by a four member board of managers including two representatives from each of the parent companies. Biographical information about DATC’s officers, who are appointed representatives of the parent company organizations, can be found in Appendix A of this document. This Statement of Qualifications describes the resources, competencies, assets and experience of DATC and each of the partners.



DATC accepts the responsibility of executing the PJM Consolidated Transmission Owners Agreement upon receipt of Designated Entity status.

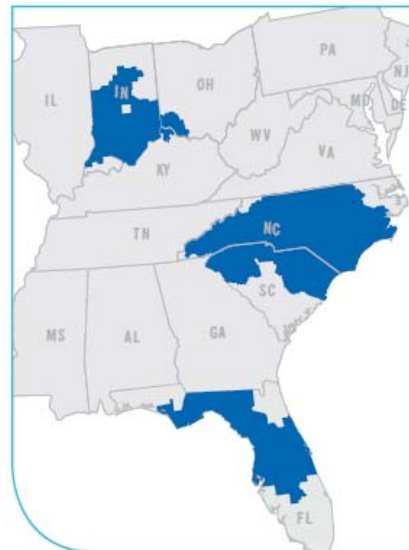
### Duke Energy

Duke Energy is a Fortune 250 company with over \$100 billion in assets and is the largest electric power holding company in the United States. Duke Energy’s regulated utility operations serve approximately 7.5 million electric customers in a territory covering 104,000 square miles in six states in the Southeast and Midwest. Duke Energy owns and operates approximately 32,000 miles of transmission lines and 57,700 megawatts of generating capacity from a diverse mix of coal, nuclear, natural gas, oil, and renewable resources.



[www.duke-energy.com](http://www.duke-energy.com)

- The nation’s largest electric power holding company, serving more than 7.5 million customers in six states
- Approximately \$100 billion in assets
- Owns and operates 32,000 miles of transmission lines
- Interest in DATC is held by Duke Energy’s Commercial Businesses
- Identified \$8 billion of transmission infrastructure projects, including one approved MISO Multi-Value Project
- A transmission-owning member of the MISO and PJM regional transmission organizations
- Founded in 1904 and headquartered in North Carolina with more than 29,000 employees
- Fortune 250 company listed on the New York Stock Exchange under the symbol DUK



Duke Energy Service Territory

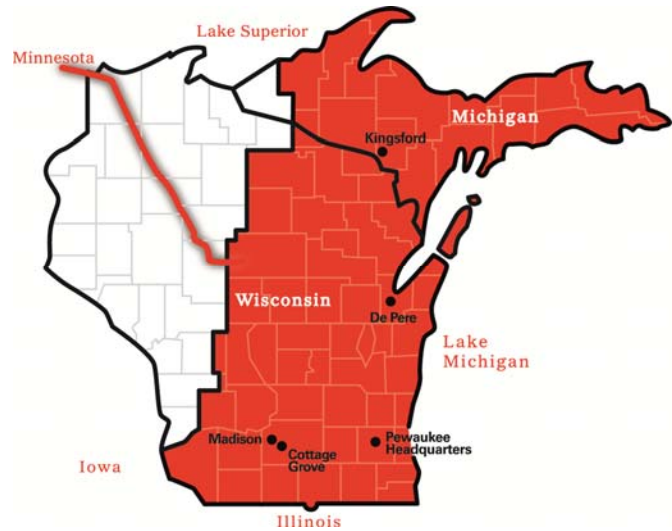
## American Transmission Company

Formed in 2001 as the nation’s first multi-state transmission-only utility, ATC owns and operates 9,440 miles of transmission lines and 529 substations, a system serving portions of Wisconsin, Michigan, Minnesota, and Illinois.



www.atcllc.com

- Formed in 2001 as the nation’s first multi-state transmission-only utility
- More than \$3 billion in transmission assets
- Invested \$2.7 billion in building more than 2,300 miles of transmission lines over the past 12 years in four Midwestern states: Wisconsin, Michigan, Minnesota and Illinois
- Projecting \$4 billion in transmission infrastructure projects over the next decade in current service area, including three MISO Multi-Value Projects
- Excellent track record of project approvals
- Owns and operates 9,440 miles of transmission lines and 525 substations
- Headquartered in Wisconsin with more than 600 employees
- A transmission-owning member of MISO



## Engineering and Technical Qualifications

DATC utilizes employees, resources, and best practices of each parent organization to develop transmission solutions. Shared resources include operations, legal expertise, accounting systems, engineering analysis and design, right of way acquisition and management, environmental permitting, siting, corporate communications, finance, and supply chain management. DATC supplements its in-house expertise with contractors and consultants for specific projects and support.

### DATC Planning and Development Resources

Expertise	Planning Engineering	Project Development	Support / Analysis Engineering	Government Relations	Regulatory Expertise	Finance & Accounting
<b>Employee Resources</b>	<b>50</b>	<b>10</b>	<b>150</b>	<b>10</b>	<b>12</b>	<b>20</b>

Drawing from its owners, DATC has substantial depth of technical and engineering skill and decades of operational experience. Our teams routinely engage in joint planning exercises involving system planners and modelers from both Duke and ATC. The resulting analysis combines the experience of two planning organizations and the perspectives of companies that operate extensive transmission assets, and focus our development activity on projects that provide benefits to our customers and create value.

## Development and Construction

Reliability is the top priority for transmission owners and operators. The interconnected grid serves many energy-related needs, and transmission planning can identify strategic, purposeful projects that provide local, regional economic and market benefits. Carbon-reduction initiatives, renewable generation, regulatory changes, and the aging of the existing fleet of power plants challenge transmission planners to identify solutions which add value beyond the traditional resource-to-load connection. DATC was created to meet these challenges through a singular focus on transmission development.

### DATC Development History

Since its formation in April 2011, DATC has developed a portfolio of projects. Among those that have been announced are:

- **Path 15:** DATC acquired 72% of the transmission rights to Path 15 in California.
- **Zephyr Power Transmission Project:** Acquired in 2011, DATC has advanced development of the Zephyr Power Transmission Project including initial routing studies, and conducted extensive stakeholder outreach in 2013.
- **The Midwest Portfolio:** DATC has proposed seven projects in the Midwest ISO and PJM Interconnection. These projects were identified and developed based upon extensive economic modeling based upon substantial benefits in the MISO and PJM regions.

### DATC's Combined Transmission Experience

DATC combines the experience of two large transmission owners in planning, constructing, operating and maintaining assets. Our approach applies this experience and its best practices to identifying and developing transmission solutions.

**Duke Energy** has over 100 years of experience in siting, designing, constructing, operating and maintaining transmission systems across six states (North Carolina, South Carolina, Indiana, Kentucky, Ohio, and Florida). Duke Energy owns and operates an extensive network of more than 36,000 miles of high-voltage power lines and substations, ranging from 44 kV to 525 kV.

Over the period 2003 through 2012, Duke Energy's regulated utility operations have completed more than 180 transmission projects, representing a total investment of more than \$1.3 billion across six states. These projects include new transmission lines, rebuilding/upgrading existing lines, overhead and underground transmission, and associated addition and modification of substations. Over the next ten years, the Duke regulated utility operations have approximately 500 transmission projects planned totaling more than \$3 billion. Currently, Duke Energy has transmission projects under way in five of its six regulated service territories.

**ATC** brings an extensive and successful track record of development, construction, operations and maintenance of transmission. Since its formation in 2001, ATC has invested \$2.7 billion in the upgrading or building more than 2,300 miles of transmission lines and 155 substations.

Improvements ATC has made to the electric transmission system have enabled it to reliably meet new peak loads, connect 6,048 MW of new generation at 24 sites, support approximately 1,200 MW of new peak electric usage, increase system import capability by 750 MW, and reduce energy losses at a level equivalent to 15-19 million megawatt-hours of electricity saved over 40-years.

## Delivering Value

DATC’s transmission focus provides a valuable perspective on transmission development. The best transmission solutions provide consumers value on multiple levels, meeting multiple needs, and often reach across traditional geographic boundaries. DATC is ideally suited to build transmission projects that solve regional problems. Unlike traditional transmission owners that focus on solving problems solely within a utility footprint, DATC can plan, develop, construct and invest in transmission across the continent. In our view, the right projects:

- **Reliably and economically support regional public policy objectives;**
- **Create regional economic value; all while**
- **Maintaining or improving reliability.**

## Transmission Projects Under Development or Recently Completed by DATC, ATC, and Duke Energy

DATC and its parent companies manage an extensive, diverse portfolio of transmission projects across the United States.

<i>Company</i>	<i>Stage</i>	<i>State</i>	<i>Project name</i>	<i>Description</i>
DATC	Development	WY-NV	Zephyr	New 3000MW capacity 500kV DC line running from Chugwater, Wyoming to the Eldorado Valley, the distance of approximately 850 miles. This line will deliver renewable wind energy from the Pathfinder Ranch in Wyoming into the west.
DATC	Development	WI/IA/IL/IN	Midwest Portfolio	Seven projects throughout the Midwest aimed to deliver reliability benefits, economic benefits and delivery of high quality renewable resources.
ATC	Development	WI	Badger Coulee	MISO Approved Multi-Value Project
ATC	Development	WI	Cardinal Bluffs	MISO Approved Multi-Value Project
ATC	Development	WI/MI	Bay Lake	122 miles, 345 kV and 110 miles, 138 kV in northeastern Wisconsin and the

Upper Peninsula of Michigan				
Duke Energy	Under Construction	OH	Todhunter - Trenton	Rebuild 5 miles of 138-kilovolt transmission line
Duke Energy	Under Construction	OH	Fairfax to Senco	Rebuild 4.6 miles of 69-kilovolt transmission line
Duke Energy	Under Construction	OH	Meldahl Dam generator interconnection substation	Duke provided 345-kilovolt transmission interconnection for a new Hydro generation facility
Duke Energy	Under Construction	OH	Miami Fort Substation	Replace 345-kilovolt SF6 gas insulated bus section
Duke Energy	Under Construction	OH	Ebenezer to Neuman	Reconfigure 69-kilovolt circuit from radial to loop
Duke Energy	Under Construction	OH	West End substation	Install a 138-kilovolt bus tie circuit breaker
Duke Energy	Under Construction	OH	Willey capacitor	Install 138-kilovolt 22 Mvar Capacitor
Duke Energy	Under Construction	OH	Fairfield Substation	Convert Fairfield to a 138- kilovolt ring bus
Duke Energy	Under Construction	OH	Terminal Substation	Replace over-dutied 138-kilovolt circuit breakers
Duke Energy	Under Construction	OH	Redbank Substation	Convert Redbank to a 345-kilovolt ring bus
Duke Energy	Under Construction	OH	Todhunter Substation	Reconfigure 345-kilovolt ring bus
Duke Energy	Under Construction	OH	Red Bank Substation	Install 0.5% reactor in the Red Bank-Oakley 138-kilovolt circuit
Duke Energy	Under Construction	OH	Summerside Substation	Convert Summerside to a 138- kilovolt ring bus
Duke Energy	Under Construction	OH	Tobasco Substation	Convert Tobasco to a 138- kilovolt ring bus
Duke Energy	Under Construction	OH	Oakley Substation	Replace over-dutied 138-kilovolt circuit breakers
Duke Energy	Under Construction	OH	Miami Fort Substation	Replace over-dutied 138-kilovolt circuit breakers
Duke Energy	Under Construction	OH	Charles Substation	Replace over-dutied 138-kilovolt circuit breakers
Duke Energy	Under Construction	OH	Todhunter Substation	Replace over-dutied 138-kilovolt circuit breakers
Duke Energy	Under Construction	NC	Wommack-Kinston Dupont	Reconductor 20 miles of 230 kV line
Duke Energy	Under Construction	NC	Lilesville-Rockingham	Construction of a new 230 kV line
ATC	Under Construction	WI	Rockdale-West Middleton	32 miles, 345 kV in Dane County for reliability

<b>ATC</b>	Under Construction	WI	Rockdale-West Middleton	32 miles, 345 kV in Dane County for reliability
<b>Duke Energy</b>	Completed	NC	Kerwin Circle 100kV Tap Line	A new 100-kilovolt (100kV) transmission line
<b>Duke Energy</b>	Completed	NC	Swain Tie Station and Transmission Lines	A new tie station and new transmission lines in western North Carolina to power the growth in commercial and residential development, including the current expansion of Harrah's Cherokee Casino and Hotel.
<b>Duke Energy</b>	Completed	NC	Pleasant Garden – Asheboro	Construction of a new 230 kV tie between Dyke Carolinas and Duke Progress
<b>Duke Energy</b>	Completed	NC	Jacksonville SVC	Addition of an SVC for voltage support
<b>Duke Energy</b>	Completed	NC	Lee-Clinton	28 miles of new 230 kV line
<b>Duke Energy</b>	Completed	NC	Capr Fear River Crossing	Installation of 230 kV cable under the Cape Fear River, connecting Brunswick nuclear plant to Castle Hayne substation
<b>Duke Energy</b>	Completed	NC	Caterpillar 100kV Tap Line	A new 100-kilovolt (100kV) transmission line to support the new Caterpillar manufacturing facility.
<b>Duke Energy</b>	Completed	NC	Apex - RTP Transmission Project	A series of new 230-kilovolt (230kV) transmission lines and system upgrades.
<b>Duke Energy</b>	Completed	NC	Asheville - Enka Transmission Line Project	Upgrading the existing 115-kilovolt (115kV) transmission line to a 230kV line, and construction of a new 115kV line in Buncombe County, N.C.
<b>Duke Energy</b>	Completed	NC	Goldsboro - Lee Transmission Project	Expanding and upgrading an existing 115-kilovolt (115kV) transmission line serving the Goldsboro, Wayne County and Seymour Johnson Air Force Base areas.
<b>Duke Energy</b>	Completed	NC	Greenville - Kinston Transmission Project	Building a 25-mile, 230-kilovolt (230kV) transmission line
<b>Duke Energy</b>	Completed	NC	Warrenton Transmission Project	Building a new 115-kilovolt (115kV) transmission line and upgrading an existing line.
<b>Duke Energy</b>	Completed	SC	Caesar 230kV Transmission Line	Rebuilding the Caesar 230-kilovolt (230kV) transmission line, this runs through rugged terrain and within public lands.



Duke Energy	Completed	OH	Whittier Substation 138kV Tap Line	A new 138,000-volt (138kV) transmission line to connect a new substation to the existing 138kV transmission line network.
Duke Energy	Completed	IN	Hamilton County 69kV Substation and Transmission Line	An upgraded 69-kilovolt (69kV) transmission line and new substation for the Carmel and Fishers communities in Indiana
Duke Energy	Completed	IN	Floyd County - Edwardsville Substation	A new electric substation in Georgetown Township, Floyd County, Indiana to be known as the Edwardsville substation. It will connect to an overhead Duke Energy 138-kilovolt (138kV) electric line which crosses the land and has been in place since 1958.
Duke Energy	Completed	FL	51st Street to Central Plaza	A new 115-kilovolt (115kV) transmission line in St. Petersburg
Duke Energy	Completed	FL	Apalachicola Area Improvements	Upgrades to an existing transmission line in Gulf and Franklin counties in the Florida Panhandle.
Duke Energy	Completed	FL	Brooksville West to Tangerine	A new 115-kilovolt (115kV) transmission link in Brooksville. The 115kV double circuit line will be built on single concrete or steel poles, within existing easements.
Duke Energy	Completed	FL	Kathleen to Zephyrhills North	A new 230-kilovolt (230kV) transmission line
Duke Energy	Completed	FL	Largo to East Clearwater	A pole replacement project in Clearwater.
Duke Energy	Completed	FL	Perry North Tap to Boyd Tap	Pole replacements and transmission line upgrades. The 6.02 mile-long project is a rebuild of a 69-kilovolt (69kV) line and will replace approximately 40 wooden transmission structures with new concrete poles inside existing easements.
Duke Energy	Completed	FL	Morgan Road Tower and Facility	An upgrade of the telecommunication system in this area.
Duke Energy	Completed	OH	Rochelle Substation expansion	Expand Substation to provide 138-kilovolt service to University of Cincinnati
ATC	Completed	WI/IL	Pleasant Prairie to Zion	
ATC	Completed	WI/IL	Pleasant Prairie to	6 miles, 345 kV across Wisconsin-

			Zion	Illinois state line and between PJM and MISO, MISO Multi-Value Project for economics only
<b>ATC</b>	Completed	WI	Arrowhead-Weston	New 345-kilovolt line between Wausau, Wis. and Duluth, Minn. (approximately 220 miles) to improve reliability.
<b>ATC</b>	Completed	WI	Columbia-North Madison	Increased voltage on an existing transmission line running from North Madison Substation to Columbia Substation located near Columbia Power Plant.
<b>ATC</b>	Completed	WI	Columbia-Rio	New nine-mile, 69-kilovolt transmission line from near Columbia Power Plant to an existing substation.
<b>ATC</b>	Completed	WI	Cranberry-Conover	16 miles of new 138-kilovolt transmission line between Cranberry and Conover substations. Relieved costly constraints to systems that serve northern Wisconsin and Upper Peninsula of Michigan; strengthened area reliability.
<b>ATC</b>	Completed	WI	Crivitz-High Falls	Rebuilt 15-mile, 69-kilovolt transmission line between Crivitz and High Falls substations to address constraints on existing transmission system.
<b>ATC</b>	Completed	WI	Conover-Plains	Converted 73 miles of 69-kilovolt line to 138-kilovolt between Conover Substation and Plains Substation in Quinnesec, Mich.
<b>ATC</b>	Completed	WI	Cypress Substation	ATC provided transmission interconnection for a wind generation facility constructed by We Energies, located in northeast Fond du Lac County. The entire wind farm consists of 88 turbines.
<b>ATC</b>	Completed	WI	Dodge County	13 miles of new 138-kilovolt transmission line connecting Rubicon Substation to Hustisford Substation
<b>ATC</b>	Completed	WI	Duplainville (Waukesha-Sussex)	New 9-mile, 138-kilovolt transmission line between Waukesha and Sussex; connects to new We Energies Duplainville substation.
<b>ATC</b>	Completed	WI	East Beaver Dam	1.5 miles of new 138-kilovolt transmission line to serve new Alliant Energy (Beaver Dam) substation.

ATC	Completed	WI	Ellinwood-Sunset	Structure replacement along Hwy. 41 between Ellinwood and Sunset substations in the Town and City of Oshkosh.
ATC	Completed	WI	Fairwater Substation	3.5 miles of new 69-kilovolt transmission line to connect to new Fairwater Substation.
ATC	Completed	WI	Femrite-Sprecher	Four miles of new 138-kilovolt transmission line connecting Sprecher Substation with Femrite Substation.
ATC	Completed	WI	Fitchburg-Verona	6-mile, 138-kilovolt transmission line connecting new Fitchburg Substation to existing Verona Substation.
ATC	Completed	WI	Gardner Park-Central Wisconsin	50-mile, 345-kilovolt line between new Gardner Park Substation near Weston Power Plant and new substation in central Shawano County.
ATC	Completed	WI	Gardner Park-Hilltop	Rebuild of 11-mile, 115-kilovolt line to support addition of new generator at Weston Power Plant.
ATC	Completed	WI	Jefferson County	17 miles of new 138-kilovolt transmission line and upgrades to several substations.
ATC	Completed	WI	Laurium Rebuild	Rebuilt 13.8 miles of 69-kilovolt existing transmission line.
ATC	Completed	WI	Morgan-Werner West	New 50-mile transmission line from Morgan Substation to new Werner West substation.
ATC	Completed	WI	North Appleton-Lost Dauphin	Replaced structures on 138-kilovolt line between North Appleton and Mason Street substations, and replaced structures on 138-kilovolt between North Appleton and Lost Dauphin substations.
ATC	Completed	WI	North Appleton-White Clay	Increase line clearance on 29.8 miles of structures.
ATC	Completed	WI	North Lake Substation (Michigan's Upper Peninsula)	Constructed North Lake Substation to replace an existing Cedar Substation, which was retired.
ATC	Completed	WI	North Madison-Waunakee	New 8-mile, 138-kilovolt line from Town of Vienna to Town of Westport.
ATC	Completed	WI	Oak Creek Power Plant Transmission Enhancements	Upgrades to existing transmission system made in conjunction with power plant expansion.
ATC	Completed	WI	Paddock-Rockdale	Added a second 345-kilovolt line along an existing 35-mile transmission line

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corridor between town of Beloit and  
town of Christiana.

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## Standards and Capabilities

Developed through the deep experience from ATC and Duke, DATC applies standards and best practices to construction, maintenance and operations that meet or exceed regulatory requirements. These practices advance shared core values of safety, reliability, and customer service.

### Compliance

Duke Energy and ATC's utility, transmission construction, maintenance and operating practices are subject to regulation at the federal and state levels. DATC will maintain a commitment to meet or exceed regulatory requirements as it enters new states and regional markets.

Duke Energy's operating companies are subject to oversight by ReliabilityFirst, SERC Reliability Corporation and the Florida Reliability Coordinating Council, as appropriate to each region. Duke Energy undergoes periodic audits for standards compliance by respective Regional Reliability Organizations. In addition, Duke Energy's corporate compliance organization provides internal direction and oversight, establishing a culture that encourages self-reporting of potential discrepancies and adherence to mitigation plans. Duke Energy has demonstrated a consistently high level of compliance with NERC standards including the establishment of standardized planning and maintenance practices.

ATC is committed to full compliance with all Reliability Standards that have been approved by North American Electric Reliability Corporation (NERC) and made mandatory by Federal Energy Regulatory Commission (FERC) approval. ATC will comply with all Regional Reliability Standards (Midwest Reliability Organization and Reliability First Corporation) that have been approved by the Board of Directors of the Regional Entities. It is the obligation of all ATC employees, vendors, and contractors to self-identify and self-report any discovered potential non-compliant conditions to a supervisor, the Office of Compliance, or to a Company Officer.

### System Restoration and Response

Duke Energy and ATC operate extensive transmission networks in geographically diverse areas of the country, from Florida to Wisconsin. DATC adopts best practices in managing system interruptions caused by weather and other unforeseen emergencies. These practices include:

- 24-hr operations centers to monitor systems and respond to interruptions and effect restoration;
- Mutual assistance planning with other transmission owners;
- Pre-planning for system emergencies, including Transmission Emergency Response Programs and other contingency planning.

In addition, both through regional reliability planning and through participation in RTOs, DATC develops and constructs transmission system improvements that reduce the vulnerability of the bulk electric system to emergency events. DATC views reliability enhancement as both a business opportunity for new development and a core responsibility as a transmission owner.

## Planning

DATC approaches project development from the perspective of an owner and operator of transmission. This point of view shapes our approach - from planning and design; to siting, routing and construction; and to our relationship with stakeholders at every step. Transmission lines that are well designed, sited and constructed can meet the long term test of operating efficiently and reliably over decades of service, all while being good neighbors in the community.

Transmission planning relies on computer modeling and simulation to integrate complex system data and forecast future flow scenarios. DATC's planning team is expert in the use of several software platforms including PROMOD and PSSE. DATC's planning engineers participate actively in user forums to improve the application of these tools by regional planning authorities.

## Routing, Siting & the Environment

DATC understands the importance of proactive community outreach to support project development. Our existing operations rely on strong community relationships, founded in the routing and siting phase and fostered through the operations and maintenance of each transmission network. Each project is developed one tower at a time, from siting, to construction, and sustained safe and reliable operations. Each step in project development is an opportunity to forge the community partnerships vital to success.

For large projects, when the time from a project's proposal to the beginning of construction can be five years or more, stakeholder outreach begins well before an application with authorizing agencies. DATC strives to maintain open lines of communication and transparency in our siting and routing process. Depending on the type of project, stakeholders may include landowners or residents in the vicinity of a project, local public officials, utility regulators and natural resource agencies, environmental and conservation groups, customers and other interested members of the public. Our outreach efforts employ a variety of communications strategies such as face-to-face meetings with local elected officials and regulators, public open houses, direct mail, and e-newsletters. Community outreach includes a robust web presence with interactive maps, videos, timelines, FAQs, and other resources.

Our overall goal is to maintain communication with those who may benefit or be impacted by transmission plans, and to use comments and feedback to identify the route options that minimize human and environmental impacts while balancing cost and constructability.

## Customer Service

Collectively, ATC and Duke Energy serve more than 12 million retail customers through a transmission network of more than 40,000 miles. In some regions, this customer service relationship has been in place for more than 150 years. Each and every asset must be sited, constructed and operated in a manner that provides safe, reliable electric service.

ATC and Duke Energy utilize teams of customer service representatives and 24 hour call centers to receive and manage customer requests. Where we are owners but do not operate the transmission assets, DATC's acquisition process includes a review of customer service records and practices. Maintaining high levels of service requires

detailed attention to each substation and conductor, and the continual maintenance of each mile of right-of-way. In recent compliance audits, the National Electric Reliability Corporation (NERC) acknowledged the professionalism and commitment of Duke Energy and ATC staff, and these audits revealed zero issues of concern or nonconformance. DATC's parent organizations have set a high bar for customer service and reliability, and DATC is committed to meeting that challenge.

## **Safety**

Safety of DATCs customers, employees and members of our community is our top priority. ATC, Duke Energy and our contractors operate in strict compliance with all OSHA and NESC standards and are committed to maintaining these standards in new projects developed and assets acquired. Duke Energy and ATC are both pursuing zero-injury, zero-illness workplaces through education, training, and documentation of safety incidents, and work with our public stakeholders to maintain and operate our transmission assets in a manner that protects public safety.

## **Regulatory**

DATC has completed two regulatory filings, one for the Zephyr Power Transmission project and one on behalf of the DATC Midwest Portfolio, and both filings have been approved by the Federal Energy Regulatory Commission (FERC). DATC will apply for public utility status in states where necessary, and/or partner with existing utilities to execute the project. ATC has applied this practice to dozens of projects with great success in Wisconsin, having received 60 approvals for 60 applications to the state regulatory agency.

The regulatory affairs professionals at Duke Energy and ATC, due to our footprint in multiple states and jurisdictions, have exceptional experience in successfully navigating diverse rate and regulatory environments. Success requires an emphasis on the importance of relationships with regulators, and on meeting customer needs and expectations. DATC is an active stakeholder in multiple regulatory proceedings each year to help make transmission markets work for electricity customers.

## **Finance**

### **Annual Reports:**

Current and historic Duke Energy annual reports and other financial information can be obtained from the following website: <http://www.duke-energy.com/investors/publications/annual.asp>

Current and historic ATC annual reports and other financial information can be obtained from the following website: <http://www.ATC.com/media-resource-center/annual-report/>

### **FERC Form 1 Filings:**

Current and historic Duke Energy and ATC FERC Form 1 filings can be obtained from the following website:

<http://www.ferc.gov/docs-filing/forms/form-1/data.asp>

## Appendix A

### Executive Leadership

#### **Phillip Grigsby, Duke Energy – President – DATC Board of Managers**

Phillip Grigsby is president of DATC and a member of the company's Board of Managers. At Duke Energy, Grigsby serves as vice president of Commercial Transmission and Strategy, Policy and Integration. Previously, Grigsby served as senior vice president of Midwest Generation Portfolio for Duke Energy and as vice president of Commercial Power Business Development. Grigsby began his Duke Energy career with Trunkline Gas Company in 1988. Prior to joining the company, he worked at Exxon Company USA in the Production Geology department, from 1981 to 1988.

#### **George Dawe, Duke Energy – Vice President – DATC Board of Managers**

George Dawe is vice president and a member of DATC's Board of Managers. At Duke Energy, Dawe leads business development activities for the company's Commercial Transmission group, a position he has held since October 2009. Previously, Dawe served as a director in Duke Energy's Federal Energy & Regulatory Policy group, a position he held from 2000. Before that, he was the manager of transmission services in the Grid Operations group. Dawe began his Duke Energy career with Algonquin Gas Transmission Co. (PanEnergy) in 1982 and held various positions in operations, marketing and business development.

#### **Paul Jett, ATC – Vice President – DATC Board of Managers**

Paul Jett is vice president of DATC and vice president of business development for ATC. Jett is primarily responsible for the execution of ATC's business development efforts outside of ATC's primary footprint. Prior to ATC, Jett spent 23 years at Cinergy and Duke Energy. During his tenure at Cinergy and Duke, Jett held numerous leadership roles in system operations, regional coordination and planning, operations engineering, regulatory and legislative strategy, and federal regulatory policy. Jett is former chair of the MISO Transmission Owners' Committee and vice chair of the MISO Advisory Committee.

#### **John Flynn, ATC – DATC Board of Managers**

John Flynn serves on the Board of Managers for DATC and as executive vice president, Strategic Planning and Project Development at ATC where he is responsible for strategic planning, regulatory relations, and leading ATC's transmission development efforts. Prior to joining ATC, Flynn served in several key transmission leadership roles at American Electric Power in Columbus, Ohio, including managing director of Strategic Planning, Finance & Business Development for AEP Transmission. Flynn's nearly 30-year career in the energy industry also includes financial, auditing, regulatory and policy responsibilities with Northeast Utilities, Progress Energy and Arthur Andersen.

#### **Laurie Dunham, ATC – Vice President**

Laurie Dunham serves as a vice president of DATC. At ATC, Dunham is the manager of regional planning and business development, leading a team of engineers to design and plan needed transmission lines that support the U.S. energy infrastructure. Dunham has been with ATC more than six years, working in customer relations, system operations and in her current role of planning strategic projects. Prior to ATC, Dunham spent ten years at We Energies where she worked in customer service and generation system operations.

#### **Chris Jones, Duke Energy – Vice President**

Chris Jones serves as a vice president of DATC and has been the Director for the Zephyr Power Transmission Project since its acquisition in 2011. Jones also serves as a managing director in Duke Energy's Commercial Transmission group where he has led business development activities since 2010. Prior to his current roles, Jones served as Director of Acquisitions and Divestitures for Duke Energy International. Jones has over twenty-five years' experience in varied roles in the independent power and natural gas industries and began his Duke Energy career in 1987 with Panhandle Eastern Pipeline Company as a design engineer.

#### **Stephen DeMay, Duke Energy – Treasurer**

Stephen De May is treasurer of Duke American Transmission Co. and vice president and treasurer for Duke Energy. De May is responsible for financing and capital markets activities, liability management, liquidity and cash management, long-

term investments and managing Duke Energy's relationships with the major credit rating agencies. Prior to this, he was senior vice president, investor relations and treasurer. De May joined Duke Energy in 1990 as a director of the company's real estate development. Before joining Duke Energy, De May served as a senior tax consultant for Deloitte & Touche and a tax consultant for PricewaterhouseCoopers.

**Chris Zibart, ATC - Secretary**

Chris Zibart is secretary of Duke American Transmission Company and also serves as deputy general counsel at American Transmission Co., in charge of state regulatory matters. Zibart joined ATC in 2010 as a managing attorney and handled ATC's FERC and NERC matters. Prior to joining ATC, Zibart worked for 25 years in the Chicago offices of law firms Hopkins & Sutter and Foley & Lardner. Zibart has more than 15 years of experience representing utilities and energy companies in all areas of utility regulation, including routing and siting transmission facilities, rates, and reliability standards.