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SUMMARY

Extensive experience both as the chief executive of a public electric utility and as one of the largest industrial electric customers in Florida has led to a deep understanding and well-rounded perspective of the power industry. At each company a priority was placed on cost control, energy efficiency, prudent investments backed by stringent economic analyses, and true innovation in business strategy. Exceptional job performance has been facilitated by applying knowledge and techniques learned while earning advanced degrees in electrical engineering and business administration.

WORK EXPERIENCE

2006 To Present

Lockhart Power Company (Lockhart, SC)

Lockhart Power is a century old privately held investor owned utility (IOU) serving customers in its assigned service territory which spans parts of five counties in upstate South Carolina. In addition to owning generation, transmission, and distribution assets, the company purchases power from Duke Energy via a wholesale contract, sells power to its full requirements wholesale municipal customer, and sells renewable energy generation to Duke Energy via wholesale contracts.

Chief Operating Officer (Functional CEO)

2006 to present

The COO position is the chief executive position at Lockhart Power, as it is the highest position and has complete responsibility for all aspects of financial and operating performance. This position reports to executive leadership in its parent company, and is held accountable by the company's Board of Directors and major shareholders. Specific key accomplishments include:

- Developed and successfully implemented innovative strategic plan creating a diversified, environmentally conscious, cost effective generation portfolio, including:
 - Increased hydroelectric generation stations from one to five in five years, including licensing, contractual negotiations, and researching and complying with adjacent state's Renewable Portfolio Standard (RPS) rules. Two of these stations were the first greenfield hydro plants in SC in over 25 years.
 - Developed company's first landfill gas (LFG) power plant from concept to completion, with a second LFG plant to be completed in December 2014.
 - Developed one diesel peaking plant and purchased another to provide significant customer power purchase savings, with minimal emissions.
 - Resulting company portfolio is 99% renewable, despite lack of in-state RPS.
 - Undertook thorough strategic analysis of utility scale biomass generation.
- Took lead role in sophisticated multi-party strategic PPA negotiations between Duke Energy and a group of its wholesale municipal customers (plus Lockhart Power), resulting in Lockhart Power obtaining lower rates for 2008-2009.
- Implemented various innovative measures that decreased customers' rates, while dramatically increasing shareholder profits.
- Successfully developed and executed complex strategies for three retail rate cases.

- Worked closely with the Chairman of the Board to determine the structure, goals, and business plan for a new parent company when Lockhart was spun-off in 2007.
- Re-wrote the company mission statement to focus on providing low cost and reliable power, in an environmentally conscious and customer-centric manner.
- Developed informal private public partnership with municipal wholesale customer to provide and install public electric vehicle charging stations.
- Transformed company brand in conjunction with centennial celebration campaign.
- Increased investments in community organizations tenfold over eight years.

The above transformational impact on Lockhart Power has only been possible through the hard work of my dedicated managerial team. Their workload and job complexity have increased dramatically since my arrival, requiring my leadership, coaching, and communication skills to help ensure this successful transformation.

Key ongoing responsibilities include:

- Corporate strategy development and risk management;
- Negotiating long-term contracts collectively worth hundreds of millions of dollars;
- Coordinating all federal, state, and regional regulatory filings for generation, transmission and other issues, e.g. rate cases with cost of service based rate designs, IRP's, NERC/SERC reliability issues, FERC Order 1000 issues, etc;
- Acting as the public face for the company, including providing expert testimony in rate cases and other regulatory proceedings, interacting with numerous public, private, non-governmental and other entities, and handling all public relations issues;
- Negotiating energy-related public policy issues with state and federal agencies;
- Customer relations, including acting as primary contact for municipal wholesale customer and all industrial customers, and developing new rates to cost effectively lower customers' bills;
- Economic development, including developing customized rates to cost effectively attract new large customers, negotiating all aspects of electric service agreements with new large customers, and interacting with state and local economic development officials and site consultants to attract new large customers;
- Developing economic analyses for all major capital projects;
- Community engagement, including serving in leadership roles in local, regional and state organizations involved in economic development, clean energy, commerce, charitable, and cultural efforts; and
- Human Relations matters such as succession planning and workforce development.

1996 To 2006***PCS Phosphate, Inc. (White Springs, Fl.)***

PotashCorp is the world's largest chemical fertilizer company by capacity. The White Springs complex in north central Florida consists of one mining and two chemical complexes, with 1,000 employees conducting operations covering 100,000 acres. One of the many chemical operations results in waste heat cogeneration from sulfuric acid manufacturing of up to 40 MW for plant electrical loads.

Superintendent, E&I Maintenance & Power Manager

2001 to 2006

Responsibilities included managing electric utility interactions to obtain low cost and reliable power, as well as managing power usage and generation valued at \$70MM per year. I proposed the reorganization that centralized the Electrical and Instrumentation Maintenance

Department, creating my Superintendent position in 2001. This new position became responsible for a department of 70 personnel and a \$10MM annual budget. Achievements include:

- Developed and implemented a multi-faceted, multi-year energy strategy that resulted in millions of dollars of annual cost savings, by engaging utility executives through multiple retail rate cases.
- Key driver of successful coordinated public energy policy efforts that improved the business environment for chemical companies in Florida (using six industry groups), including changing state law to expand the definition of renewable energy.
- Involved in GridSouth RTO proceedings via an industrial power user's group.
- Led the team that implemented a variety of long-term maintenance system improvements stemming from a six month comprehensive review, resulting in improved efficiency in planning, scheduling, operating, and safety functions.
- Identified, pursued and obtained significant governmental grant funding for rural economic development and job creation.
- Initiated a comprehensive preventive/predictive (PM/PdM) maintenance program encompassing the most critical categories of E&I equipment.
- Responsible for implementing programs to meet required standards, e.g. led an extended effort to create a program to comply with NFPA 70E (arc flash hazards).

Staff Engineer

1996 to 2001

Managed the engineering group responsible for all E&I capital projects and E&I portions of mechanical projects. The E&I Engineering Group completed approximately \$2 million of projects annually, and performed 80-90% of the associated engineering. Required "soft skills" included ability to listen to plant personnel to understand their challenges and opportunities, help them identify an optimal solution, sell this solution to upper management, then establish clear communication between all key stakeholders during project engineering, implementation, and startup.

1990 To 1996

CF Industries, Inc. (Plant City, Fl.)

This Fortune 500 chemical manufacturer is one of the world's largest producers of phosphate and nitrogen fertilizers. Waste heat cogeneration from sulfuric acid manufacturing (one of many products made at this 500 employee complex) is used to generate 35 MW for plant electrical loads.

Project Engineer

1990 to 1996

Responsible for all phases of various capital projects from conception to completion. Demonstrated strong leadership, communication, planning, and organization skills in implementing numerous projects simultaneously. Responsibilities included researching, selecting, and implementing systems based on new technology, and then training plant personnel in their use.

- Personally completed nearly 60 process instrumentation, power, communications, and computer related projects totaling \$4 million.
- Earned promotions on an accelerated schedule, receiving three engineering level promotions in five reviews.

EDUCATION

- Master of Business Administration, 2004, University of Florida (4.0 GPA)
- Master of Science – Electrical Engineering, Concentrations in Power & Controls Systems, Minor in Mathematics, 1995, Georgia Institute of Technology (3.7 GPA)
- Bachelor of Science – Electrical Engineering, 1989, Georgia Institute of Technology (President’s Scholar, Georgia Tech’s most prestigious academic scholarship)
- Valedictorian, Brandon High School (Florida), class of 1,100+ students

PERSONAL

My family and I have deep ties to the Gainesville area. I grew up in Gainesville, living here until I was ten years old, and I have great memories of growing up here. I lived in Lake City for ten years before taking my current position, and the vast majority of our recreational time was spent in the Gainesville area. Both of my parents, my step-mother, my wife and I each have one (or more) degrees from the University of Florida. My older son was born at North Florida Regional Medical Center, and my father and step-mother were married at Devil’s Millhopper. We love the City and surrounding area, and relish the possibility of returning to this vibrant, beautiful community and raising our two boys here.