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HPC, LLC, Minneapolis, MN

2002-Present

Vice President/General Partner

Provide management services and consulting for energy-related initiatives, ventures, and companies. Advise investors on asset acquisitions valued from \$ 1 million to \$ 1 billion in areas of electric and gas distribution, district heating and cooling, renewable energy production, and infrastructure-related technologies.

ZENITH CONSULTING, Minneapolis, MN

2002-Present

President

Provide independent consulting to energy and utility companies in the areas of energy supply and transmission development, distribution management, strategic decision making, and general management.

XCEL ENERGY/NORTHERN STATES POWER, Minneapolis, MN

1973-2001

Managing Director, Business Planning, XCEL Energy Delivery – 2000-2001

Coordinated the electric and gas delivery business unit's long range strategy development, annual business plans, benchmarking and performance reporting. The business unit spanned 12 states, 4900 employees, \$550 million capital budget, and \$370 million operating budget.

Director, Business & Technology Planning, NSP Electric - 1995–2000

Coordinated the long range business and technology strategies, annual business plans, annual R&D budget and performance reporting for the electric delivery business which included retail sales and marketing, and customer business office. Business spans 2,000 people, \$170 million capital budget, and \$225 million operating budget.

Director, Operational Information and Control - 1993-1995

Directed the development and operation of the field automation and energy management systems for the electric utility and the development of the technology strategies for the utility. Led a group of 40 including professionals and union personnel with an annual capital budget of \$20 million and an annual operating budget of \$10 million.

Director, Energy Supply &Transmission Planning - 1990-1992

Directed an engineering organization responsible for long range electric energy supply and transmission adequacy, and contract negotiations and relationship management with suppliers and utilities. The organization consisted of 30 professionals, an annual operating budget of \$5 million and a portfolio of power contracts of \$50 million/yr.

Manager, Energy Supply Planning – 1979-1989

Planning Engineer - 1973-1978

Key Accomplishments & Deliverables

- ❑ **Improved Financial Performance and Customer Service**
 - Created asset management and marketing functions for energy delivery to meet financial objectives while improving customer service..
 - Deployed matrix organization resulted in operational excellence as evidenced by the J.D. Powers survey of utilities for the year 2000, rating NSP #2 of 75 companies in the survey.
 - Deployed sophisticated resource allocation discipline based on decision analysis methods to achieve cost reductions without sacrificing service levels.
 - Unbundled the electric delivery business to establish a separate transmission business unit to enable it to pursue an independent course.
- ❑ **Increased Use of Automation**
 - Achieved annual savings of 10-15% in meter reading with one of the largest deployments in the US of automated meter reading.
 - Led the development and deployment of one of the most extensive automation of a utility distribution system.
 - Established and managed various strategic relationships with technology companies.
- ❑ **Increased Organizational Performance**
 - Created matrix style organization centralizing management of all services and decentralizing responsibility for customer and community satisfaction.
 - Integrated numerous, small regional operations, consolidated functions and established consistent processes to reduce costs 10-15% while improving customer service.
 - Established a change management process to transition to the new organization structure and expectations
- ❑ **Initiated New Products and Services**
 - Created key account group for servicing electric transmission customers in anticipation of transmission becoming a distinct business sector.
 - Established a stand alone street lighting business to provide comprehensive lighting design and construction services that developed into a \$40 million revenue operation.
 - Spearheaded the development and test marketing of a customer site reliability service to provide uninterrupted energy delivery.
 - Managed the development of a major international transmission upgrade utilizing new transmission technologies to increase the utilization and capability of existing transmission facilities.
 - Laid the foundation for competitive bidding for energy supplies and acquisition of renewable energy resources to revolutionize the approach to electric energy supply procurement.

Education

Minnesota Management Institute

University of Minnesota, 1987

Bachelor of Science, Electrical Engineering

University of Minnesota, 1973

Leadership and Community Roles

Chair, Generation Subcommittee, EEI System Planning Committee
 MAPP Engineering Committee
 Chair, Administrative Committee, MN/WI Power Suppliers Group
 Chair, Parish Advisory Council, Church of Christ the King
 Advisory Board, Christ the King/St Thomas the Apostle School
 Board of Directors, Project of Pride in Living