

Patricia Profeta advises clients on strategic planning issues, particularly those relating to changes in regulatory environments. She also works with businesses and law firms on litigation-related matters. The following is a description of some of her consulting assignments.

**REGULATED BUSINESSES**

- On behalf of a coalition of Midwestern electric utilities she developed a regulatory reform package, including a proposed rate cap structure to provide efficiency incentives and expanded use of Construction Work in Progress ratemaking.
- On behalf of a utility with excess generation capacity, she helped to develop and implement a successful wholesale power marketing plan. She met with potential customers and worked with the client's staff to structure proposals that matched the economic needs of the buyers.
- On behalf of another utility with excess generation, she worked with a client task force to formulate and implement an innovative strategy for minimizing the cost to ratepayers from the utility's purchase obligations from non-utility generators (NUGS).
- On behalf of a coalition of New York utilities, she worked with outside finance experts to assess the impact of increased competition on cost of equity and other aspects of financial performance.
- On behalf of a large electric utility facing significant disallowances of construction expenditures, she analyzed the effects of construction delays and developed testimony about the correct way to measure the economic costs of delay.
- She has helped numerous electric utility clients with Demand Side Management (DSM) issues, including development of cost recovery and incentive structures and analysis of rate impacts and competitive effects of DSM.
- In the natural gas industry, her clients have included interstate pipelines, gas producers and a coalition of local distribution companies. She has developed testimony on issues such as implementation of the Federal Energy Regulatory Commission's open access policies; gas inventory charges; treatment of natural gas storage; and rate design matters.

## **LITIGATION**

- Ms. Profeta has developed testimony in antitrust cases involving telecommunications services, transportation services and the energy industry. Her work has involved market definition, competitive analyses, pricing analyses, regulatory defenses and class certification issues.
- In environmental litigation, she has helped clients formulate economic principles for measuring natural resource damages and allocating liability among parties involved in Superfund sites.
- Other litigation-related issues she has addressed include measurement of damages in breach of contract and fraud cases and patent infringement claims. She has also analyzed the economics of contract provisions and helped clients renegotiate contracts.

## **MARKETING AND BUSINESS PLANNING**

- Ms. Profeta has helped clients in numerous non-regulated industries to understand their customers better and to market their products and services more effectively. Examples include specialty chemicals, oil refineries, database products and home furnishings.
- For clients contemplating acquisitions, she has assessed the target company, its market and its competition. Her acquisition studies have involved in-depth analyses of how legal and regulatory constraints could affect the target company's value to her client.

Before joining NorthBridge, Ms. Profeta was with Putnam, Hayes & Bartlett, Inc., and earlier with Bain & Company, an international strategy consulting firm. She received a B.A. in mathematics from Wells College and a J.D. from Yale Law School. She is a member of the bar in the Commonwealth of Massachusetts.