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## ENERGY CONSULTING AND MANAGEMENT

Link Resources, Inc. is a Service Disabled Veteran Owned Small Business (SDVOSB) with 20 years of deep & broad credentials in the energy arena, from senior executive consulting to hands-on execution. We have experience with Federal, utility, and commercial energy clients in the U.S. and offshore. From nuclear to fossil to renewables we have helped clients navigate and perform through the energy plant life-cycle. From restarts, transitions, ORRs, conduct of ops/maint, etc. on the Federal side - - and from technology assessment to development through financing, EPC, scale-up, commissioning, and O&M on the commercial side, we offer unique value.

### Federal Services

No other SDVOSB has experience comparable to that of Link's across the energy space. Link has had projects at Los Alamos, Oak Ridge, Hanford, Idaho, Portsmouth, and more. We recently were awarded a 5-yr DOE contract as Independent Engineer for biorefineries. DOE experience includes ORRs, integrated safety, conduct of operations, transition management, oversight, and so on. Link's broad experience with technologies, fuels, biofuels, renewables, microgrids, project development, construction, operations, and decommissioning is ideally matched with Federal agendas in energy security and sustainability. <http://goo.gl/zvNF8F>



### Nuclear and SMRs

We have a heritage in the old nukes, and insight, based on direct experience, into the new nukes (particularly SMRs). The new nuclear industry is more entrepreneurial and international, and Link has *lessons learned* from adjacent industries to address the need for more flexibility while ensuring safety. <http://goo.gl/dUr72j>



### Bio-Energy & Renewables

A key focus of Link has always been sustainability – and we are well-versed in the life-cycle of wind, solar, and bio-energy. For instance, Link recently was awarded a 5-year DOE contract as Independent Engineer for biorefinery projects. <http://goo.gl/E1aTsl>



### Transition Management

Whether precipitated by changeover of contracts, restructurings, or closures, transitions carry inherent risks and yet open windows of opportunity. Link has provided more than 70 Commercial, Utility, and Federal clients with transition planning, consulting, and hands-on execution. Link is *the Transition Company*<sup>®</sup>. <http://goo.gl/Ezk0tI>



### Facility Management

Link has deep and broad experience with facility re-starts, operational assessments, development, management, operations, and decommissioning today's evolving fuel and technologically complex energy facilities.



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Technologies have included combined cycle, CHP, renewable, fossil-fueled boilers, diesel, biofuel, chilled water, nuclear, and even micro-grid. A key value we bring is the cross-walk of *lessons-learned* from one industry to another. <http://goo.gl/IyIuov>



## Performance

The concept of *performance attainment/improvement* has become so ill-defined and passé, it is often perceived as an impotent concept - - everyone *does it* and few *have done it!* Link has assumed accountability for turn-key performance (e.g. production per unit cost) at facilities and has materially improved performance. Link has consulted to clients for two decades, and has achieved dramatic success while meeting client objectives. <http://goo.gl/F4aHp1>



## Environmental

Link's broad experience in developing, building, operating, re-purposing, and end-of-life management of energy facilities gives us a rather unique perspective on environmental management since we have had the developer, builder, owner, and contractor perspectives. We are intimately familiar with use and conservation of natural resources, environmental permitting, emissions monitoring and waste and wastewater management whether for fossil, biofuel, renewable, or nuclear facilities; and have managed environmental contractors to ensure that regulatory compliance and return on investment stay in balance. <http://goo.gl/BXIV0y>



## Decommissioning

Link's assignments have included the evaluation of end-of-life options including re-purposing, sale, valuation/liquidation, indefinite mothballing, and permanent decommissioning of facilities. The assessment of end-of-life options for energy facilities is often complex given operational (e.g. ongoing operation of adjacent facilities), environmental, safety, and/or commercial considerations. Link's array of skillsets developed through hands-on projects enables us to offer a comprehensive value-added approach. <http://goo.gl/15woDt>



## Risk Management/Owner's Representation

Commercial Quality Control (CQC) is an advanced approach to risk management and owner representation for new and existing energy projects. This approach was developed to address:



- Demand for new generation requiring significant investments
- Regulators and stakeholders intolerance of overruns and delays
- Availability of professional labor
- First of a kind technologies
- Public/stakeholder relations impacts

<http://goo.gl/cS59MH>