

CAPABILITY STATEMENT

Mar 2014

PREFACE

"*Unique*" is a strong word, yet we challenge you to consider Link's capabilities as otherwise:

1. Service Disabled Veteran Owned Small Business (SDVOSB)
2. 20 years of broad energy consulting and O&M services with experience in virtually all energy technologies
 - a. Fossil, Renewable, Bio-energy, and Nuclear (including SMRs)
 - b. Full performance accountability for energy plants as large as 250MW
3. Energy services to both Federal and Commercial clients (private, public, and utility; domestic and international)
4. Rubber-meets-the-road turnkey management of energy plants, with accountability for output - - so we *think* like a facility owner (this mindset differentiates our consulting)
5. Our mindset is also always focused on optimally managing transitions¹ toward improvement.

INTRODUCTION

Link has deep and broad credentials in the energy arena through virtually all energy technologies and stages of plant life-cycle, including fossil, renewable, biofuel, and nuclear - - and from project development through decommissioning. We are technology and process practitioners and have lived with the responsibilities to advance, construct, commission, and operate energy facilities and technologies - - including emergent technologies. LINK's staff have credentials earned in the field, and yet additionally have impressive academic credentials. Thus we not only can comprehend and value the viability and workability of energy-related technologies, we also understand associated hurdles with respect to engineering, development, financing, construction, up-scaling, operations, maintenance, and risk mitigation. LINK's experience has been 80% commercial and 20% Federal. Thus Link can infuse commercial best practices, as well as adding hard lessons learned - - gleaned from the maturation of the energy industry as it transitioned through regulatory restructuring, as well as the emergence of new technologies and the impacts of program or regulatory discontinuities.

CORE COMPETENCIES

Link's interactive, distinctive, and branded approach to energy consulting and our twenty years of success across the spectrum of the energy space enables clients to accelerate objectives, mitigate risks, and rejuvenate performance through project/program management, assessment, independent engineering, and transition management. In the Federal space Link has experience with DOE, multiple Federal prime contractors, and has project resumes at Portsmouth, Hanford, LANL, INEL, and Oak Ridge. In the Commercial arena Link has extensive experience with electric utilities, independent energy producers, and industrials across the country and offshore as well - - from biomass to oil/gas to biofuels to coal to combined heat & power and the majority of the renewable energy technologies. Unlike most consultants, Link has millions of man-hours in hands-on operational experience, including cradle-to-grave as well as full-scope accountability for output or outcome, with lifecycle lessons learned that can be applied to other consulting assignments.

BREADTH OF ENERGY EXPERIENCE

Link has experience in virtually all energy technologies, fuels, and project life-cycles. Although we *cut our teeth* on coal, gas, oil, and nuclear energy facilities we also have more than a decade of experience in advanced biofuels. For instance, Link is DOE's Independent Engineer for four bio-refinery projects. It is exceedingly rare to find a small business so cognizant and capable across the energy space - - with the wisdom to select and implement customized approaches to energy management, energy technology, and infrastructure solutions that will optimally achieve client objectives. Through project development,

¹ Link is the Transition Company®





technology evaluation, financing, engineering construction, commissioning, full or partial-scope operations and maintenance, through decommissioning and de-construction, Link has cradle-to-grave core competencies in hands-on execution as well as consulting across the energy industry spectrum.

Selected Federal Clients

- Department of Energy
 - Independent Engineer of Bio-Energy Projects
- Babcock & Wilcox Subsidiary
 - Restart or Enriched Uranium Operations
 - Infrastructure Reduction
- Bechtel JV
 - Operations Readiness Technical Services
- Fluor
 - Technical Support Services for Operational Readiness Review
 - Operational Readiness Review Support
 - Technical Support for Construction Projects
 - Startup Review Strategy for Decommissioning
- Idaho National Technology and Engineering Center
 - Technical Services Support for Compliance
- LATA/Parallax Portsmouth (LPP)
 - Transitioning Management Contractor for LPP as they assumed the D&D contract from Bechtel-Jacobs Company at Portsmouth Gaseous Diffusion Facility
- Los Alamos National Laboratory
 - Formality of Operations Support
 - Operability Assessments

Selected Commercial Clients (a representative sample includes)

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|-------------------------------------|------------------------------------|-------------------------------|
| American Electric Power | Fitzgerald & Company | Northeast Utilities |
| Australian Biodiesel Group | Foster Wheeler | NRG |
| Babcock & Wilcox | GPU International | PermaTherm |
| Brooklyn Energy Center | Hunton & Williams | Sawyer Riley Compton |
| Carolina Power & Light | International Paper | Pollution Control Services |
| CH2M Hill | J.A. Jones | Source Energy |
| Constellation Energy | Lockwood Greene | Standard Power & Light |
| Dominion Virginia Power | Manitoba Hydro International | Step Management |
| Duffey Communications | Masada Resource Group | Synetics |
| Duke Engineering & Services | McGraw Hill | Syrgis Specialty Chemicals |
| Dyplast Products | Merchant Energy Group | Tadanac BioEnergy |
| Emory Healthcare | Mettiki Coal | Technical Diagnostic Services |
| Enron | Mirant (Southern Co.) | Transfield Services |
| Entergy | MyPlant.com | Universal Resources |
| Electricity Supply Board of Ireland | National Trigeneration CHP Company | UT-Battelle |
| Evantage | Navigant Consulting | World Automation & Technology |

