The Blacksmith Group

EXHIBIT A

Curriculum Vitae

Mark L. Hereth
Managing Director
The Blacksmith Group / Process Performance Improvement Consultants
2368A Rice Blvd, Suite 444
Houston, Texas 77005
(713) 294-6650
MLH@P-PIC.com

Mr. Hereth provides process-based solutions that enable engineering and technology to be integrated into day-to-day energy pipeline operations to achieve sustainable improvement. His areas of expertise include pipeline safety regulatory analysis, pipeline design, construction, operations, maintenance, and integrity management. He has expertise in root cause analyses, including incident and failure investigations, identifying best practices, standards development, risk management, damage prevention, construction management and oversight, fitness-for-service analyses, in-line inspection analysis and evaluation, facilitation, expert advice, and testimony in the energy pipeline industry. He specializes in finding ways to understand and solve complex technical problems and communicate them in a way that laypersons can relate to and understand.

Mr. Hereth has advised Company Boards by leading independent investigations and proposing long-term plans following major accidents for PG&E, Olympic Pipeline, El Paso Corporation, and Colonial Pipeline. He advised the external directors of Longhorn Pipeline when they first sought financing to reverse the flow on their system. He also served as a lead advisor for Entergy following Hurricane Katrina as they worked to emerge from bankruptcy and then successfully realized claims for major damage to their gas distribution system. He testified before the House Energy and Commerce Committee during Pipeline Safety Reauthorization Hearings in 2002.

Education: M.S. Chemical Engineering, Ohio University, 1978
B.S. Zoology (Biochemistry), Ohio University, 1976

Summary of Experience:

Principal, Process Performance Improvement Consultants, LLC, The Blacksmith Group – 2003 to present

The Secretary of Transportation appointed Mr. Hereth in December 2016 to the Voluntary Information Sharing Committee, a committee designated in the 2016 amendments to the Pipeline Safety Act to foster ways to improve the sharing of data and learnings from the use of integrity assessment technologies, including in-line inspection (ILI). Mr. Hereth served as the Chairman of a subcommittee on process sharing. The Committee completed its report and recommendations, which were sent to the Secretary of Transportation on April 26, 2019.

Mr. Hereth is serving as the project manager for a multi-year, multi-task project supporting 15 Northeast Gas Association utilities in implementing a safety management system. The work has included the development of member-specific gap analyses relative to the requirements of API RP 1173, and implementation road maps. Mr. Hereth has led development of tactical guidelines,

that enable foremen, laborers, and operators to see how the work that they do strengthens the safety management system and directly works to improve safety performance.

Mr. Hereth worked with the joint trade associations on gas transmission and gathering rules as PHMSA moved rulemaking from an ANPRM in 2011, to an NPRM in 2016 and final rules in 2019 through 2023. He assisted the trade associations and the Gas Pipeline Advisory Committee (GPAC) members in preparation for public meetings on transmission and gathering aspects of the rulemakings and comments after the GPAC meetings.

Mr. Hereth is leading development of a consensus standard for the American Petroleum Institute on Stakeholder Engagement. He serves as a facilitator and technical lead for the standard that includes a task group comprising pipeline operators, federal, state, and local regulators and officials, as well as public representatives. He worked with operators to define applicability of the standard for gathering and distribution systems. This included a review of the location, size and capacity of gathering systems.

Mr. Hereth served on the Qualification Panel for the Pipeline Industry (QPPI) for 2020. The QPPI engages experts to write exam questions for an internationally-recognized certification program in a variety of areas. Mr. Hereth collaborated with experts from Canada and Australia developed the questions on pipeline integrity.

Mr. Hereth, working with Mears Integrity, has developed an engineering critical analysis for management of stress corrosion cracking in gas transmission pipelines, including the role of hydrogen in crack propagation. That work is now being applied to four other pipeline systems. Central to this work is predicting critical flaw sizes and managing with appropriate crack growth models.

Mr. Hereth conducted an independent investigation of the completed construction of a gas transmission pipeline in the Northeast related to a citizens' lawsuit. He reviewed operator and contractor construction procedures and specifications, consensus standards, as-built records and addressed concerns raised in the lawsuit related to compliance with standards, regulatory requirements and management of field adjustments.

Mr. Hereth assisted INGAA members in the implementation of PHMSA’s underground storage regulations including use of API standards for solution-mined salt caverns, and depleted hydrocarbon or aquifer reservoirs.

Mr. Hereth assisted operators in revising procedures to comply with PHMSA’s underground storage regulations. This work entailed working with operator staff to incorporate applicable provisions of API RP 1170 and 1171 into procedures. It also entailed incorporation of risk into their programs.

Mr. Hereth recently completed an audit of an operator’s in-line inspection program. The audit included evaluation of compliance as well as leading practices related to tool/ process selection, vendor selection, preliminary and final vendor report analysis, anomaly evaluation and excavation package development, validation of ILI findings and use of API RP 1163 as well as evaluation of program effectiveness. The audit identified a number of process improvements.

Mr. Hereth served as the project manager on a multi-phased project developing a Primer on Natural Gas Pipeline Construction. He led the development of guidelines on parallel construction of natural gas transmission pipelines. He led development of guidance on construction, including

each step in the construction process, what is done and why it is done, with a focus on safety. The Primer included the technical bases for construction workspace, additional temporary workspace, and permanent right of way.

Mr. Hereth provided review design, materials specification, and construction procedures for eight expansion projects between 2008 and 2011. His work entailed review and evaluation of proposed procedures, specifications, and work packages. He conducted oversight and audits on the projects.

Mr. Hereth is serving as the technical lead on an initiative under Interstate Natural Gas Association of America (INGAA) and the INGAA Foundation to define and validate processes for use of ILI to characterize and size the various features that reside in the long seam and pipe body as a result of original manufacturing.

Mr. Hereth served as an expert in a compliance case related to establishment of a maximum allowable operating pressure (MAOP) under 49 CFR 192.619, 621 and 623 for a gas distribution operator. His expert report described history of pipeline design, construction and operations standards and the evolution into pipeline safety regulations.

Mr. Hereth served as an expert on a case where a state was challenging a pipeline's technical basis to reverse flow to meet changing market needs under 49 CFR 195. His expert report described inspection and assessment methods to evaluate the condition of the pipeline prior to reversal and conditions for safe operation.

Mr. Hereth worked with a large natural gas transmission operator on development of a stress corrosion cracking management plan. This entailed a review of historical data, review or hydrotest and in-service failures, evaluation of SCC susceptibility criteria and integrity assessment methods including SCC direct assessment and EMAT ILI. This drew on his involvement in two SCC Joint Industry Projects directed at SCC management. He has conducted a review of the progress on the management plan.

Mr. Hereth recently led a nine-month evaluation of gas operations for a major utility in the Northeast. The evaluation addressed compliance under 49 CFR 192 as well as leading practices in gas distribution, transmission, and liquefied natural gas operations. The evaluation also included an assessment of existing policies, processes, and procedures to serve as the foundation to build the company's pipeline safety management system. P-PIC developed a report that the operator has used the report to support rate filings.

Mr. Hereth led an effort within the INGAA Foundation on development of guidelines for implementing a construction quality management system. He led compilation of leading construction quality management system practices from across the energy sector. He also led two workshops among INGAA Foundation members to identify and share leading construction quality management practices among members.

Mr. Hereth has worked with clients to develop flow reversal plans on hazardous liquid (49 CFR 195) and natural gas (49 CFR 192) pipeline systems. He worked on one of the first flow reversals of a hazardous liquid pipeline system, Longhorn Pipeline, in the early 2000s. In 2013, he developed a flow reversal plan for gas service with conversion from liquid service. He worked on development of a reversal of a gas transmission pipeline with conversion to liquid service. The work was initiated before issuance of the PHMSA Guidance for Pipeline Flow Reversals, Product Changes, and Conversion to Service, and continued after the guidance was issued in September

2014. Reversal of the pipeline in gas service became a more economically favorable and the liquid project terminated. Mr. Hereth developed the reversal plan for that pipeline in gas service. He developed two other reversal plans for lines in gas service following issuance of the guidance. He has represented clients in meetings to review reversal plans with PHMSA staff who were auditing the plans.

Mr. Hereth served as the technical lead on development of a Pipeline Safety Management System Recommended Practice 1173 under the auspices of the American Petroleum Institute (API). The recommended practice was developed in part in response to a National Transportation Safety Board recommendation that API develop a safety management system specific to pipelines. Mr. Hereth worked with pipeline operators, Federal and state regulators, and members of the public in developing the recommended practice. Work began in December of 2012 and after addressing public comments in 2014. The recommend practice was published in June 2015.

Mr. Hereth led an audit and effectiveness evaluation of the pipeline safety and integrity management programs for an operator of highly volatile liquids (HVLs – including ethane, ethylene, propane, propylene, and butane) pipelines and underground cavern storage.

Mr. Hereth has led teams conducting root cause failure analyses (RCFA) of a variety of failures on energy pipeline systems. In 2014 and 2015, he led two independent RCFAs on the failure on natural gas systems in Michigan under the jurisdiction of the PHMSA Central Region caused by stress corrosion cracking. The RCFAs addressed the metallurgical cause, the role of operations, maintenance and pipeline integrity, gas control response and SCADA, as well as the role of valves and emergency response. Reports submitted for PHMSA review defined the root causes as well as contributing factors, including evaluation of management systems.

In 2014, he led an independent RCFA on the failure on a natural gas system in Kansas under the jurisdiction of the PHMSA Central Region. The RCFA entailed a review of the integrity management program. The review also considered an in-depth analysis of prior ILI runs, including reanalysis to better characterize and size a set of features that led to the failure. The draft report submitted for PHMSA review defined the root causes as well as contributing factors, including evaluation of management systems.

In 2013, Mr. Hereth served as an expert and testified on behalf of Plains All American Pipeline in a case in Alabama related to siting a pipeline through a watershed in Mobile County, Alabama. He provided testimony supporting construction of the pipeline via a directional drill through a watershed in lieu of construction through highly populated residential areas. Plains prevailed and constructed the drill through the watershed.

Mr. Hereth was one the lead authors on a report prepared by INGAA and AGA responding to an NTSB recommendation to report on the state of ILI following the PG&E failure in San Bruno, CA. The report documented development of ILI, the state of the art and research and development work conducted to advance ILI.

Mr, Hereth worked with INGAA and AGA representatives in identifying historical recordkeeping practices and defining how maximum allowable operating pressures (MAOP) were determined with the advent of the first gas pipeline safety regulations in 1970. This work included how operators applied 49 CFR 192.619 in establishing MAOPs.

Mr. Hereth led a nine-month project conducted an independent review for the Pacific Gas and Electric Board of Directors evaluating the company's gas operations (distribution and

transmission) related to safety and system integrity following the company's failure in San Bruno, California. The evaluation entailed interviews with over 200 employees and review of policies, procedures, work practices and records in field operations, as well as corporate operations and engineering examining customer care, field operations, safety culture, integrity management, capital and expense budgeting, information and technology management, damage prevention, public awareness, and emergency preparedness and response. The Blacksmith project team comprising experts in engineering, safety, operations, information technology and public awareness presented findings and opportunities for improvement for the Board and Company senior management consideration.

Mr. Hereth served as a testifying expert on behalf of Florida Gas Transmission related to litigation brought by the Florida Turnpike seeking to expand the turnpike over a natural gas pipeline. Mr. Hereth provided technical rational for space required for construction and maintenance of a pipeline near a roadway to ensure the safety of personnel, equipment, the pipeline and public living or traveling near the pipeline.

Mr. Hereth led an investigation of a failure that entailed evaluation of the role of ILI in characterizing and sizing a set of features that led to the failure. The work entailed working with the ILI vendor and reanalyzing data from a variety of features. The work led to adjustments in the operator's ILI evaluation methods for particular types of features.

Mr. Hereth has assisted 14 operators in evaluating their risk assessment models used at various points since initiation of use to support their pipeline integrity programs. Operators have sought independent assessment and evaluation of the modeling approaches as well as details used within models. Review, assessment, and evaluation of risk models are a part of integrity management audits as well.

Mr. Hereth has conducted audits of 32 companies with natural gas transmission operations, and in some instances, multiple audits for many of these companies. The types of engagements include audits of integrity management programs, operations and maintenance plans, construction projects and gas quality and measurement programs, among others. The audits entail review of policies, standards, procedures, and execution of the procedures including how decisions were made and documented.

He served as the technical lead for an initiative in INGAA and the INGAA Foundation directed at pipe quality after instances of suspected low-yield strength pipe arose in projects constructed between 2007 and 2009. He worked with Becht Engineering to develop a methodology using ILI to identify joints with possible reduced yield strength and a fitness for service process drawing upon methods in API 579-1/ASME-FFS-1 the recommended practice for fitness for service. He worked on the demonstration and application of portable x-ray fluorescence for elements that provide an indication of off-spec pipe joints.

Mr. Hereth serves as an advisor to the Board of Directors of the Interstate Natural Gas Association of America (INGAA) Task Force on Pipeline Safety. He served as an expert for INGAA's work stream under the Board Task Force on Integrity Management Continuous Improvement. The work efforts of the Board Task Force and the Integrity Management Continuous Improvement were designed to find ways to further improve pipeline safety and reliability. He continues to serve as an expert in areas related to risk assessment, in-line inspection, underground storage, fitness for service of in-service pipelines.

He served as the technical lead for four operators who had purchased and installed high strength, low-alloy steel line pipe subject to testing requirements to evaluate the fitness of pipe that undergone localized diameter expansion. He assisted the operators in applying the INGAA fitness for service process to specific pipe joints to demonstrate their fitness for service, or where appropriate, replacement of pipe.

Mr. Hereth served as an advisor and conducted a review of a process developed for demonstrating the fitness for service for fittings and bends that were suspected of having low yield strength.

In 2008 through 2010, Mr. Hereth assisted multiple operators in gaining special permits to operate natural gas transmission pipelines at throughputs above those allowed under existing regulations. Nine of the systems he has been working on have been granted special permits, while one other has been filed and await approval. Mr. Hereth led an effort in the industry to develop the framework used to develop the conditions for receiving authorization to operate at higher throughputs in a project conducted for INGAA Foundation. The work for individual operators has entailed demonstrating completion of specific conditions and requirements as a condition of receiving authorization. Mr. Hereth assisted operators in making demonstration of completion and negotiations to receive authorization.

Mr. Hereth led a team of experts working on a Joint Industry Project (JIP) referred to as the Life Cycle JIP directed at developing the technical basis for materials specification, design, construction, operations and maintenance for pipelines to operated at higher maximum allowable operating pressures.

Mr. Hereth worked with a client in reviewing existing procedures related to external and internal corrosion, stress corrosion cracking and manufacturing-related threats to ensure that they have integrated industry-leading practices and available research. Mr. Hereth served as a technical consultant on a Joint Industry Project (JIP) on managing stress corrosion cracking in natural gas transmission pipelines in 2006 and 2007. Mr. Hereth assisted the JIP in analyzing and evaluating data, developing response criteria and a method for establishing a reassessment interval using pressure tests and in-line inspection.

He served on a second JIP on stress corrosion cracking, initiated in the beginning of 2011, to build upon the work conducted in the previous JIP, updating the safety performance, evaluating the state of in-line inspection technology, and defining inspection interval and anomaly response criteria.

Mr. Hereth led an investigation of multiple incidents related to damage caused by excavation for an operator of natural gas transmission systems in 2006 and 2007. The investigation included reviews of metallurgical reports, interviews with employees, one-call center employees, and documents associated with tickets for locate requests. The investigation included a review of policies, practices and procedures as well as documentation. The work has resulted in development of recommendations for the company, the Common Ground Alliance, and the U.S. Department of Transportation, Pipelines and Hazardous Materials Safety Administration. Mr. Hereth provided a briefing to a Board level committee at the completion of the investigation.

Mr. Hereth has been working with Entergy since Hurricane Katrina. Initially the work was directed towards the restoration of the natural gas system in New Orleans, and more recently on the ongoing assessment damage to the system caused by the flooding resulting from the Hurricane. He has also worked with the company in developing a design for rebuild and estimates of costs.

He also supported the company in negotiations with multiple insurers on property claims for resultant damage.

Mr. Hereth served as the facilitator and technical expert for a Technical Work Group addressing the Control of Hydrocarbon Liquid Drop Out in the natural gas infrastructure. The team was comprised of members of the Natural Gas Council ("NGC"). The NGC includes representatives of the major gas industry trade associations: the Natural Gas Supply Association (NGSA), the Interstate Natural Gas Association of America (INGAA), the American Gas Association, the Independent Petroleum Association of America (IPAA), and the American Petroleum Institute (API)) as well as natural gas end users including local distribution companies, power generators, manufacturing operations that use natural gas as fuel and a feedstock as well as stationary and mobile source engines. He led the group in deliberation of key technical issues to reach a consensus position reflected in a white paper.

Mr. Hereth served as the lead facilitator and technical expert for a Technical Work Group addressing Natural Gas Interchangeability and Non-Combustion End Use. The team was composed of members of NGC plus other trade associations. He led the group in deliberation of key technical issues to reach a consensus position and interim guidelines reflected in a white paper.

Mr. Hereth led a team that conducted a crude oil loss and vulnerability assessment for the U.S. Department of Energy's Strategic Petroleum Reserve (SPR). The assessment was conducted as an audit of pipeline and storage operations.

Mr. Hereth served as a technical consultant on a project entitled, Energy Pipeline Infrastructure and Research. The objective of the project is to develop a long-term, high-level research plan for research in the energy pipeline industries. The project is funded by and has participation by the American Petroleum Institute, Interstate Natural Gas Association of America, American Gas Association, Association of Oil Pipe Lines, the Federal Energy Regulatory Commission, The Department of Energy, and the Department of Transportation, Office of Pipeline Safety.

He led and continues to provide support for the natural gas transmission industry through INGAA in complying with regulations related to integrity management in high consequence areas.

Mr. Hereth assisted in development of integrity management programs for 20 natural gas transmission operators, including guidance on risk assessment models. He assisted operators in designing, developing and selecting risk assessment models as they prepared for the integrity management regulations to be promulgated and over the several years after promulgation, as they worked to improve and mature the models.

Mr. Hereth led a project for a natural gas pipeline that was directed at reducing the unaccounted-for gas in two long-haul transmission systems. He worked with the client to identify gaps in processes and data and developed a set of quick-hit actions and a long-term plan for improving business processes and data management.

Mr. Hereth led multi-year audit for senior executives of a company with five interstate natural gas transmission systems and the company's field services operations. This work entails in-depth reviews of policies, practices and procedures for corporate and field operations.

Mr. Hereth served as a technical consultant for the American Petroleum Institute (API) and Association of Oil Pipelines (AOPL) Performance Excellence Team. This team has reviewed

practices used by operators to manage corrosion and mechanical damage to hazardous liquid pipeline systems.

Senior Vice President and General Manager – Pipeline Consulting, Hartford Steam Boiler Inspection and Insurance Company (HSB) - 1996 - 2003

Mr. Hereth participated on a team in 2002 and 2003 that conducted an audit of management systems and construction activities for the Board of a joint venture liquid pipeline. The pipeline was undergoing a change in service and the Board sought an independent third-party review of the state of system and its "readiness for start-up".

Mr. Hereth served as a testifying expert in a case filed against El Paso Natural Gas by the FERC and the California Public Utilities Commission. Mr. Hereth and his colleague John Zurcher analyzed 151 days of pipeline operation to evaluate the whether the pipeline was operated in a manner to withhold capacity. The basis for operation with an established MAOP under 49 CFR 192.619 was central to our testimony. The analysis also included review of planned and unplanned maintenance, as well as operation of the pipeline and storage.

He conducted an audit of operations for the operating executives of a company with two interstate natural gas pipeline systems in 2001. Company executives had decided to proactively seek the audit as a part of seeking to achieve excellence in their operations. He assisted teams of company personnel to design improvement projects to close gaps in existing programs.

Mr. Hereth led an audit of operations for Board of a joint venture liquid pipeline in 2000 and 2001. Identified gaps in company's existing programs and developed recommendations for the Board. He assisted teams of company personnel to design improvement projects to close gaps in existing programs.

Mr. Hereth led an audit of operations for the Board of a joint venture liquid pipeline following major accident in 1999. He served on a team that identified gaps in company's existing programs and developed recommendations for the Board. He assisted the Board in conducting a "readiness for restart" evaluation. He assisted operating executives with developing interim plans and measures to assure safe restart of a portion of the system.

Mr. Hereth provided technical support for INGAA and its members in developing risk demonstration projects in 1996 through 1998. The demonstration projects were an outgrowth of the risk assessment quality teams. The objectives were to demonstrate how risk management could be used to define alternatives to historical prescriptive regulation and improve pipeline safety performance.

Mr. Hereth provided expert input and affidavits for pipeline seeking change of service. Provided expertise on the application of risk assessment techniques to managing pipeline integrity and evaluating risk mitigation alternatives. He was selected as experts because of our breadth of experience in applying risk assessment—in environmental site investigations, air emission modeling as well as in pipeline operations.

Mr. Hereth was selected to serve as a technical consultant to a team comprising representatives from the liquids and gas industries. The team developed the technical standard for application of risk management. The focus of this effort was to provide the technical foundation for ensuring an equal or greater level of safety than provided in the existing regulations in 49 CFR Part 192 and

195. He presented work processes and risk management techniques for consideration by the team and incorporation into the technical standard.

Mr. Hereth served as a technical consultant on a Gas Risk Assessment Quality Team, a government-industry joint project in 1994 exploring how risk management could be used to improve pipeline safety. He was one of the three primary authors of the project report.

Mr. Hereth provided expertise in 2001 on a case involving an accident in a coker unit in a petroleum refinery that resulted in a fatality. The case was settled prior to depositions being taken.

General Manager of the Chemical, Oil and Gas Insurance Operations, Hartford Steam Boiler Inspection and Insurance Company – 1993 - 1996

Mr. Hereth led the chemical, oil and gas unit's return to profitability through a redesign of the business processes and re-underwriting of the portfolio to achieve a combined ratio of 86 percent over a three-year period.

In 1993 and 1994, Mr. Hereth led the overhaul and modernization of the process used for auditing and assessing risk used by engineers and underwriters. He broadened the focus of engineering beyond failure of equipment to consider the failure of operators and the failure to have processes and procedures in place to ensure safe operations. He led a team of engineers and engineering specialists that developed a risk assessment approach that viewed companies in the context of how they manage assets and conduct operations, with a view towards assessing management systems, including programs, processes, and procedures used to ensure safety and availability of operations.

Mr. Hereth served as the client manager for selected energy pipeline clients. This entailed providing engineering services and risk transfer products for these clients. In this capacity, he led the company's efforts in auditing five interstate natural gas pipeline systems and associated gas processing facilities. He also was directly involved in managing post-incident activities and business recovery following multiple compression stations incidents (fires and mechanical damage), fires at petroleum product terminal operations, three pipeline ruptures and gas plant incidents (fires and mechanical damage). One of the pipeline ruptures involved attempting a repair at 250 feet in depth, and ultimately rerouting 35 miles of line pipe.

Staff Engineer, Senior Engineer and then Department Head, Radian Corporation and Radian LTD (HSB Engineering Subsidiaries) – 1979 to 1993

At Radian, an HSB subsidiary, Mr. Hereth served as a Department Head. Mr. Hereth has served as a technical expert in support of litigation cases led by our client's outside counsel. He served on numerous occasions in providing technical support of regulatory interpretations made under the Hazardous Waste Management provisions of RCRA. He worked on projects related to the development and review of Environmental Impact Statements and Environmental Assessments for energy-related facilities including liquid and natural gas pipelines, and fossil fuel plants. He served as project manager for site investigation and remediation programs under Superfund and applicable state programs. His support has included regulatory analyses, technical evaluations, risk assessments and risk evaluations, participation in public hearings and public meetings, and presentations to corporate boards and citizen advisory groups.

During his time at Radian, he worked on a variety of projects related to combustion including cement kilns, gas turbines, industrial furnaces and boilers and incinerators. Many of these

projects related to control hydrocarbon and metal emissions, as well as SOx, NOx and particulate matter.

He led the start-up of Radian's European operations with the first office in Woking, Surrey, UK, outside of London in 1990 and 1991. He served as project manager for corporate-wide risk assessments of refining, terminal, and pipeline operations conducted for British Petroleum, Texaco, Lasmo, and Esso. He also served as project manager for site investigation and remediation programs at sites in the UK, Germany, and Sweden.

Professional Affiliations:
ASME – Member Number 000006336945 NACE Int'l - Member Number 107507
AIChE – Member Number 73242. Instrument Society of America – Member Number 32935330
NFPA – Member Number 3548326

INGAA Foundation – Chairman of the Board (2018), Board of Directors, and Member of the Executive Committee

Mr. Hereth leads workshops on gas pipeline safety regulations (49 CFR 192), gas pipeline integrity management (49 CFR 192, Subpart O) and Pipeline Safety Management Systems for the Southern Gas Association and the Northeast Gas Association.

Mr. Hereth served on the executive faculty at The Transportation Center at Northwestern University in Evanston, IL., from 1998 through 2002. Mr. Hereth gave plenary sessions on risk management at the Pipeline Operations and Economics Seminar held in the fall at the Transportation Center. He presented a session on Maintenance Strategies for Assuring Pipeline Integrity at a seminar in May of 2000, 2001 and 2002 entitled, "*Quest for Operational Excellence in the Pipeline Industry"* held at The Transportation Center.

Awards and Recognition: *Special Service Award*, Department of Transportation, Office of the Secretary, for contributions made in advancing risk assessment and risk management within the Office of Pipeline Safety, April 1997.

Senior Executive Development, Hartford Steam Boiler Inspection and Insurance Co., 1996.

Corporate Achievement Award, Radian Corporation, 1986