



Steven D. Jester
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February 4, 2015

Honorable Robert K. Dawson
President and Founder
Dawson & Associates
1225 I Street NW, Suite 250
Washington, DC 20005

Subject: Savannah River Basin New Operating Agreement

Dear Mr. Dawson:

On behalf of Duke Energy, thank you and your team for very meaningful assistance on the subject project. The expertise of the Dawson & Associates team was of great value to us in finalizing an agreement with the US Army Corps of Engineers, Savannah District (USACE). Your team provided valuable insight into the USACE's environmental review and decision-making processes as well as access to key decision makers within the USACE. Both played a significant role in achieving a favorable outcome. Your contacts with USACE staff helped ensure the negotiations moved forward and remained on a path which facilitated successful navigation of the requisite processes.

The benefits of the New Operating Agreement are far-reaching. The negotiation process increased awareness of the importance of resolving operational issues affecting water flows in the Savannah River to the benefit of all parties, i.e., the USACE, Duke Energy and the many other stakeholders who depend on water in the six collective reservoirs operated by Duke Energy and the USACE. Ultimately, your process expertise and knowledge was a significant factor in successfully developing an agreement with the USACE which we hope will serve all interests quite well for the next 30-50 years.

We appreciate the support from Dawson & Associates and wish you and your team well in all future endeavors.

Sincerely,

A handwritten signature in blue ink that reads "Steven D. Jester". The signature is fluid and cursive, with the first name being particularly prominent.

Steven D. Jester
Vice-President
Water Strategy, Hydro Licensing, and Lake Services
Duke Energy