

Summary

Marc Miller is a partner with ScottMadden and has more than 20 years of experience helping business leaders be more successful. He is an expert in company strategy, corporate services, especially supply chain, and nuclear power generation. Marc also has expertise in board governance and cybersecurity oversight, having been recognized by the National Association of Corporate Directors as NACD Directorship Certified and receiving the CERT Certificate in Cybersecurity Oversight from the Software Engineering Institute at Carnegie Mellon University. Marc's clients include Fortune 500 companies, government-owned entities, and other businesses in multiple industries, especially energy and related services.

Before joining ScottMadden, Marc gained extensive experience through various positions leading a broad range of functions. He received a bachelor of industrial engineering, with highest honor, and a master of science in industrial engineering from Georgia Tech, where he was a National Merit Scholar, a Governor's Scholar, and a George Fellow.

Areas of Specialization

- Company Strategy
- Cost Reduction
- Supply Chain
- Nuclear Generation
- Clean Energy Transition
- Energy Corporate Services
- Organizational Redesign and Staffing

Recent Articles and Speeches

- ["Company Strategy: Development and Implementation."](#) ScottMadden.com. September 2024
- ["Empowering Supply Chain Business Intelligence."](#) ScottMadden.com. February 2023
- ["Solving the 'Parts Problem' to Get More Work Done in Our Nuclear Plants."](#) Published via LinkedIn. March 2022
- "Regulatory Responses to COVID-19 and How Supply Chains Can Prepare for the Next Normal." Centuri Supply Chain and Diversity Strategy Summit. January 2021
- ["How Can Supply Chains Prepare for the 'Next Normal'? COVID-19 Drives Changes Across Industries that Require Updates to Supply Chain Strategies."](#) ScottMadden.com. August 2020
- "Electric Utilities – Preparing for the Summer of COVID-19." ScottMadden.com. April 2020
- "ScottMadden Supply Chain Excellence Model." ScottMadden.com. April 2020
- "Grid Modernization Roadmap: Strategic Planning for a Changing Environment." ScottMadden.com. September 2019
- "Utility Supply Chain Excellence." EUCI Course Instructor, Denver, CO, March 2018; Chicago, IL, April 2019
- "Advancing Sustainability for Public Power." ScottMadden.com. July 2017
- "Florida Power & Light to Purchase Vero Beach's Municipal Utility." ScottMadden.com. July 2017
- "Adoption of Drones in the Electric Utility Industry." ScottMadden.com. June 2017
- "Enhancing Cybersecurity: A Briefing for Public Power." ScottMadden.com. December 2016
- ["Four Strategic Priorities for Public Power."](#) ScottMadden.com. November 2016
- "Use of Creative Financing for Energy Efficiency Improvements Can Greatly Increase Penetration." ScottMadden.com. October 2016
- "Texas Solar Two-Step." Public Utilities Fortnightly. October 2016, Volume 154, No. 10
- "Working Cross-Functionally to Improve Nuclear Parts Availability." American Nuclear Society Utility Working Conference, Amelia Island, FL. August 2016
- "Five Legislative Priorities of the American Public Power Association." ScottMadden.com. June 2016
- ["Neither Fish nor Fowl."](#) ScottMadden Energy Industry Update, Webcast with Energy Central. April 2016
- "Working Cross-Functionally to Improve Nuclear Parts Availability." Platts Utility Supply Chain Management Conference, San Diego, CA. January 2016
- "Four Keys to Successful Strategic Planning in Public Power." ScottMadden.com. December 2015
- ["Establishing Solar Tariffs in the New Reality of Distributed Generation."](#) ScottMadden.com. November 2015
- "Tennessee Valley Authority to Open First New U.S. Nuclear Reactor in Decades." ScottMadden.com. October 2015

- "Industry Leading Performance: How Do You and Your Suppliers Measure Up?" Platts Utility Supply Chain Management Conference, Orlando, FL. January 2015
- "The Right Way to Invest in Supplier Relationships." ScottMadden.com. January 2015
- "Inventory Optimization: Responsibly Meeting Reliability and Service-Level Expectations." ScottMadden.com. August 2014
- "Essential Strategic Levers of High-Performing Utility Supply Chains." Platts Utility Supply Chain Management Conference, San Diego, CA. January 2014
- "What Is the Top Strategic Priority for Not-for-Profit Electric Utilities?" ScottMadden.com. November 2013
- "Four Ways to Break through to Category Management." ScottMadden.com. September 2013
- "ScottMadden Supports an Impressive Turnaround at EKPC with Strategic and Business Planning." ScottMadden.com. June 2013
- "Making Supply Chain Make Sense to Customers." ScottMadden.com. May 2013
- "Integrating from Procure to Pay." ScottMadden.com. March 2013
- "Improving the Effectiveness of Stakeholder Management." ScottMadden.com. February 2013
- "Six Ways to Transform Demand Planning." ScottMadden.com. February 2013
- "Power Supply Trends: What Are the Impacts on Transmission?" Infocast Transmission Summit, Washington, D.C. February 2013
- "Three Top Utility Supply Chain Headaches and What to Do About Them." Platts Utility Supply Chain Management Conference, San Diego, CA. January 2013
- "Fostering Economic Development." ScottMadden.com. January 2013
- "Five Strategic Priorities for Generation and Transmission Cooperatives." ScottMadden.com. December 2012
- "Who Will Run Your Supply Chain Tomorrow?" ScottMadden.com. November 2012
- "Ensuring Grid Security and Reliability." ScottMadden.com. October 2012
- "Building a Better Supply Chain Organization." ScottMadden.com. September 2012
- "Supply Chain Strategy: Creating Clarity and Improving Your Business Strategy." ScottMadden.com. August 2012
- "Gaining Access to Capital Markets." ScottMadden.com. June 2012
- "Managing Generation Assets." ScottMadden.com. April 2012
- "Top 10 Utility Supply Chain Headaches and What to Do About Them." Platts Utility Supply Chain Management Conference, San Diego, CA. January 2012

Recent Engagements

Company Strategy

- Leveraged a five-step approach to develop the strategic plan of an investor-owned electric utility, ensuring alignment with organizational objectives, responding to industry trends, and securing board approvals to position the company for continued success in the energy sector
- Led the annual strategy retreat for executives and board of a multibillion-dollar electric generation and transmission company; facilitated discussion, recommended strategy updates, and received board approval
- Worked with the CEO of an integrated, investor-owned electric utility to engage the board and management team in an annual refresh of the strategic plan, interviewing board members, providing expert industry perspective, and facilitating management discussion and plan modifications
- Worked with the CEO and executive team of an energy marketing and portfolio management company focused on public power to present an expert perspective on the most impactful trends in the energy industry to the board of directors
- Worked with the CEO of an electric distribution company to develop and deliver a presentation to the board of directors on the future of energy, including bold possibilities for the industry to challenge strategic thinking for 5-, 10-, and 20-year time horizons
- Provided strategy development expertise and facilitation for the senior executive team of a generation and transmission utility with 1.5 million end-use customers, including preparation, execution, and follow-up for the annual strategic planning retreat
- Engaged with the board of directors and management team of an electricity distribution company in Kansas to develop future state scenarios and outline the associated implications and near-term actions that will guide strategic discussions and strategy development
- Provided integration expertise and project management support to a generation and transmission company as it assessed the opportunity to acquire a neighboring multibillion-dollar utility
- Served as a strategy development and implementation expert on the strategic planning steering committee for an energy company with more than \$1 billion in revenue

- Partnered with the CEO and executive team of a large electric utility to align with the board of directors on a 10-year strategy. Produced detailed analysis of the current situation to develop a common understanding and employed scenario planning, envisioning, and working sessions to gain agreement on the vision and plan
- Worked with the CEO and board of directors of an electric utility to assess the current strategic direction, consider industry trends, and align around needed changes through the facilitation of a two-day board strategy retreat
- Led strategy development for a national nuclear industry association with 32 board members comprised of industry executives. Aligned board and management on strategic priorities, the associated keys to success, and plans for measurement and monitoring, gaining board approval on the new strategy
- Led strategic planning retreat with CEO and executives of an integrated generation and transmission utility with almost \$2 billion in assets. Provided broad industry update, shared leading practices on select topics, and facilitated discussion to produce a deliverable with recommended strategic next steps and rationale
- Partnered with the CEO, executive team, and board of directors of a generation and transmission cooperative with almost \$900 million in operating revenue to facilitate discussion, debate, and finalization of the corporate strategic plan, including a two-day, off-site strategy retreat with the board
- Served as the chief advisor to the C-Suite of a provincial association of 150 hospitals to assess the existing portfolio of offerings, explore new products and services, develop a point of view on beneficial changes, and document implications for future strategic direction
- Led a strategic planning retreat with the CEO and senior staff of an integrated cooperative corporation with more than \$700 million in annual revenue from 4,300 MW of generation capacity, responsibility for statewide representation, and a large utility equipment sales and services business
- Served as an external industry expert on the strategic planning steering committee for an energy company with more than \$40 billion in assets
- Helped executives at a large generation and transmission utility translate their recently developed strategic plan into an executable business plan. Established the ongoing framework for translating board-driven strategy into management-driven actions and performance monitoring
- Supported the executive management team and board of directors to develop a strategic plan for a generation and transmission cooperative with more than \$1 billion in revenue. The effort included facilitation of a two-day strategic planning retreat with the board
- Worked closely with the CEO, senior staff, and board of a generation and transmission cooperative with \$3 billion in assets to discuss, debate, and finalize the corporate strategic plan; support included a strategy retreat with the board
- Worked with a generation and transmission cooperative with more than \$500 million in revenue. Prepared for and facilitated an all-day strategic planning session, involving the CEO and his senior staff, and leveraged the output in preparation for a strategy retreat with the board. Led the board's strategy retreat and consolidated the results to produce the strategic plan
- Led the CEO, executives, and board of directors for one of the largest generation and transmission cooperatives in the United States through a strategic plan refresh that included discussion and debate and culminated in finalization of the corporate strategy during the annual strategy retreat with the board
- Refreshed the existing strategic plan of a large, regulated generation and transmission cooperative by working with the executive team and board to plan and conduct an effective, two-day strategy retreat with the board
- Partnered with the executives and board of a generation and transmission cooperative with 16 member systems and more than 500,000 meters to review, test, and refresh the corporate strategic plan, culminating in a strategy retreat with the board
- Led strategic planning for a generation and transmission cooperative with \$3 billion in assets. Provided assessment of current state; worked with the board and executive leadership team to craft a new vision, set strategic objectives, and develop an implementation plan; established an integrated strategic planning calendar

Cost Reduction

- Led advisory support for an integrated electric and gas energy company with 13,000 employees operating across five jurisdictions as they implemented improvements to optimize integrated asset materials service across the company, delivering service improvements and \$50+ million in working capital benefits
- Worked with supply chain and business personnel to develop a strategic procurement strategy for all freight, transportation, and logistics at a utility with \$30 billion in assets, improving service and reducing workload while decreasing annual expense by more than 25%
- Worked with the chief procurement officer and CFO of an electric and gas utility with \$6 billion in annual revenue to fully assess the supply chain function and plan a transformation to deliver \$185 million in sustainable savings at an approximate 12x ROI in under six years while significantly improving business integration and service
- Worked with the CEO and chief admin officer of a multibillion-dollar, rate-regulated utility and identified opportunities across HR, finance, IT, supply chain, EHS, legal, regulatory affairs, and real estate and facilities to reduce annual operating costs by more than \$60 million while improving scalability and service through the implementation of a multifunction shared services organization
- Improved control and management of a \$700 million inventory asset, reducing growth by 8% while maintaining service level and achieving a \$6-million-per-year reduction in associated obsolescence charges
- Developed and implemented a utility supply chain transformation with the chief supply officer focused on strengthening partnerships, delivering value, and improving the culture for a multibillion-dollar electric utility, including identification of more than \$65 million in savings, delivering a client ROI on advisory support of more than 1000%
- Worked with a generation company with 16 GW of capacity to assess the current state of enterprise supply chain performance and identify gaps to leading practices, develop an integrated roadmap to excellence, and support implementation of improvements to deliver \$80 million in savings over four years
- Partnered with the chief accounting officer of a major, vertically integrated utility with competitive and regulated operations in multiple jurisdictions to deliver an organizational and business transformation that began with the development of a new strategic direction and produced recurring cost savings of more than 10%
- Co-conceived and drove major process improvement and reengineering efforts with the C-Suite of an \$11 billion integrated energy company to harvest labor cost savings of more than \$200 million. Served as the primary strategic advisor and led establishment and operation of the PMO
- Advised the EVP of a \$5 billion public power company and served as project director for an enterprise-wide business transformation effort to deliver a 20% labor savings over a 36-month period; ultimately achieved cumulative savings of approximately \$500 million, as attested to by the CEO
- Conducted a process redesign for a customer service organization receiving more than 25,000 customer contacts each day. Changes delivered increased rates of auto-completed web orders, reduced call cycle times, decreased handles, and improved system processes. Implementation increased quarterly productivity 10% over the prior year
- Drafted business requirements for and led the beta testing and implementation of a system that digitally stored and distributed more than 3,000 customer documents per day. All company locations accepted this pilot program and achieved productivity improvements above 12% in each location's data entry department

Supply Chain

- Partnered with supply chain, IT, and operations of a \$12 billion energy company to develop a business case for a supply chain technology roadmap to transform customer service, enhance capital project delivery, and improve operational excellence and efficiency to deliver more than \$200 million in NPV during a 3.5-year implementation
- Worked with the leadership team of a growing airport, serving more than 7,000 passengers per day, to develop and implement an integrated maintenance strategy, including the establishment of a governance model across 10 major functions, developing and implementing asset criticality designations to guide work priorities, and installing a scorecard with benchmarkable targets and results, among other improvements
- Implemented "quick win" improvements in work order generation, prioritization, tracking, and closeout processes for a major Caribbean airport as part of a multi-year implementation roadmap to support a transformation in maintenance strategy and execution in preparation for a large capital program
- Created a supply chain technology roadmap for an \$80+ billion energy infrastructure company by assessing existing operations, identifying improvement needs, and collaborating on fundamental and advanced technologies to improve efficiency, effectiveness, and service in the future

- Assessed the maintenance strategy for an airport serving more than 2.5 million passengers per year and executing a large capital program against industry leading practices and asset management standards, including ISO 55000; identified and prioritized improvement opportunities and developed a multi-year implementation roadmap
- Implemented an integrated set of asset management and supply chain management process and people solutions, focused especially on a new fleet of power generation assets and other changes, to optimize operations for a publicly owned power and water utility
- Assessed supply chain and material availability for a 2,400-MW nuclear plant owned by a power generation company with \$12 billion in revenue to support extended operations. Provided improvement recommendations with a multimillion-dollar business case for parts availability and plant safety and reliability
- Assessed the supply chain organization for a multistate retail electricity, gas, and power generation company with \$12 billion in revenue to identify gaps, develop recommendations for improvement, and produce an implementation roadmap
- Partnered with a regulated electric and gas utility serving approximately four million customers across six states to develop and operationalize a business intelligence capability with associated processes for the management of supply chain materials to initiate and complete actions that improved material availability
- Assessed enterprise-wide warehousing, inventory, and logistics operations against leading practices and performance and developed an optimization plan and business case for an integrated energy company with \$10 billion in revenue engaged in electric power production, transmission, and retail distribution operations for three million utility customers across four states
- Helped the leadership team and frontline staff of a power and water utility to design and implement new governance and processes consistent with leading practices and ISO 55000 for integration of asset management and supply chain management
- Led the effort for an integrated electric and gas utility with plans for \$17 billion in regulated infrastructure investments over the next five years to develop a scalable capital project procurement framework that aligned with industry-leading practices and upstream engineering and project management standards
- Developed and produced an animated video to support change management by explaining the transformed supply chain operating model of an electric and gas utility with more than three million customers
- Partnered with supply chain and business personnel for an S&P 500 integrated electric and gas utility to develop a company-wide sourcing strategy for fleet vehicles, including plans for electrification
- Worked with supply chain and business leadership of a company with a \$21 billion market capitalization to implement a new supply chain operating model designed around investing in strategic procurement capabilities, delivering excellence in operational execution, and aligning skills with work to improve value delivery, convenience, and efficiency in the future model
- Integrated asset management with supply chain management for an island power and water utility to support identification and stocking of critical spares and maintenance materials during a changeover from steam boilers to reciprocating engines
- Advised the chief procurement officer of a large, integrated, multistate electric and gas utility on the governance, accountabilities, organization design, and technology enhancements required to establish a new tiered service delivery model for supply chain
- Supported the director of sourcing at an integrated electric and gas utility with approximately \$2.5 billion in annual spend under management to establish a strategic procurement roadmap to guide future sourcing efforts
- Worked with the CEO and leadership team of a government-owned power and water utility to improve the integration and performance of asset management and supply chain management across the enterprise. Closed gaps to leading practices and international standards while delivering near-term benefits and building momentum through a foundation of executive support, clear governance, and staff engagement
- Assessed the enterprise-wide asset management and supply chain management capabilities for an island power and water utility against industry-leading practices and international standards and developed a multi-year plan to deliver improvements that was approved by the entire leadership team and board
- Assessed the enterprise supply chain of a generation and transmission company with nearly \$1 billion in revenue to provide a complete view of supply chain performance, identify high-impact opportunities, and develop a path to improving effectiveness and efficiency, which was approved by executive leadership
- Conducted a workshop at a large gas utility covering leading supply chain practices and keys to successful technology implementations. Prioritized improvement opportunities and delivered key recommendations
- Conducted a supply chain assessment for a nuclear operator with three plants. Benchmarked performance, observed current operations, and compared to leading practices. Recommended key improvement

opportunities and developed a roadmap to align with customers, reduce costs, improve service, and enhance operations

- Worked with the CFO and chief supply officer of a large gas utility to determine savings potential of strategic sourcing; planned and led the implementation, achieving significant cost reductions while installing leading practices in spend and market analysis, strategy development, go-to-market, evaluation, negotiation, and contracting
- Compared warehousing operations to leading practices for a footwear manufacturer's 3PL. Reviewed the contract and provided recommendations on key performance indicators and focus areas for improvement to top executives from both companies. Executives approved recommended path forward for contract negotiations
- Led a large, cross-functional team to achieve significant product availability improvements while reducing the required inventory investment from a supplier base representing more than \$1 billion in annual COGS. Performed a current state assessment, prepared a detailed improvement plan, and led the plan's execution
- Developed and implemented a process for identifying obsolete inventory and recognizing profitable recovery opportunities across a large network. The team attained a 400% increase in recoveries over the prior six months
- Created a forecasting model to facilitate improved planning and scheduling for a distribution center delivering \$400 million in annual revenue. Developed a staffing plan and helped assess and reorganize warehouse material flows to remove operational bottlenecks. Work completion rates improved by 40% over the prior year
- Participated in a large, cross-functional team to design an order planning system for a company that handles 50,000 orders daily. Assisted in testing and implementation in five company locations. An additional 550 lines filled from stock daily while serviceability improved by 0.5% with no additional inventory investment
- Collaborated with distribution center managers to create and install a new order fulfillment system for a fast-pick area that handled more than 20,000 customer lines each day. This system improved work sharing, decreased walking by 8%, raised productivity by nearly 15%, and introduced rigorous error reconciliation
- Worked with a team of inbound operations managers, in a distribution center holding more than \$60 million in inventory, to develop WIP controls and improved conveyance. Our changes decreased average time to stock by more than 14%
- Assisted with the development of a new layout for the packaging, assembly, and shipping departments at a company handling more than 15,000 packages each day. Implemented installation of a conveyance system to transport large rack material to shipping, decreasing turnaround times for customer orders by 20%
- Assessed the outbound transportation network of a multibillion-dollar company. Aided in the identification and execution of opportunities to improve service and decrease costs through carrier consolidation, zone skipping, cross-docking, and technology improvements
- Worked with a large team of product specialists, who purchased and merchandised products from more than 1,000 suppliers to develop sourcing strategies for product groups. Led execution of these strategies, which improved order conversion rates through intelligent pricing and increased net profit from sales by lowering costs
- Assessed a population of 350 suppliers for cycle-time reduction opportunities. Targeted top candidates and facilitated internal and supplier changes, resulting in a total category lead time reduction of more than 7%
- Led a successful productivity improvement effort for a large receiving organization with five locations by helping the management team to more effectively observe people and processes, define best practices, and replicate the use of those practices across teams and individuals

Nuclear Generation

- Provided expert opinion and prepared rate application evidence for one of the world's largest nuclear operators to holistically examine nuclear cost performance, determining the right cost metrics, the best peer groups for comparison, and reasonable cost adjustments for factors outside the control of plant management
- Examined nuclear labor costs for a large, international operator investing in new plants and documented industry norms for sequestering growth-related cost from performance measures; compiled a comprehensive dataset, determined appropriate cost adjustments, and prepared evidence for a rate application
- Provided expert witness testimony on nuclear power generation capital investment and reliability performance and plans to the New Brunswick Energy & Utilities Board related to Matter 0552, NB Power 2024-2025 General Rate Application
- Worked with an integrated and rate-regulated nuclear operating utility to benchmark and assess nuclear outage and reliability plans for reasonableness based on plant and industry performance and prepared evidence for a rate application

- Worked with a rate-regulated nuclear operator to prepare a benchmarking study on nuclear capital investment for objectively assessing past and planned capital investment and to inform capital plans; prepared evidence for a rate application; findings led executives to increase capital investment to support future reliability improvements
- Supported due diligence for one of the world's largest nuclear operators as they considered a potential equity investment in a nuclear power plant by analyzing nuclear capital investment trends in the industry and associated performance, preparing benchmarks, and determining the implications for potential future capital investment needs at the target plant
- Partnered with one of North America's largest nuclear operators to research and analyze cost information of large nuclear plants under construction or completed in the last 20+/- years as input to a national economic impact assessment and to inform technology selection for anticipated future nuclear plant construction
- Supported a global EPC firm with more than 50,000 employees in 50 countries to identify a short list of potential partner companies for nuclear engineering work, particularly in the U.S. market, in small modular reactors, design support, lab services, decommissioning, and other functions
- Conducted extensive research and analysis for a subsidiary of a global EPC firm that designs, builds, and services nuclear power reactors and plants worldwide to identify key cost-reduction opportunities and design changes to improve the competitiveness of their nuclear power generating technology
- Supported evidence related to nuclear power generation cost performance for the rate application of a generation company with almost 19 GW of capacity, which included preparing and finalizing evidence, sponsoring reports, responding to interrogatories and undertakings, and preparing argument
- Assessed the current nuclear performance benchmarking report of a nuclear fleet operator and identified opportunities for improvement and streamlining consistent with industry leading practices and the benchmarking expectations of the applicable public service commission as evidence for a rate application
- Partnered with the finance organization of a large nuclear operator in North America to benchmark staffing and cost for functions in nuclear operations, nuclear support, and corporate support against a custom panel of comparable nuclear operators, providing a direct function-to-function comparison across all cost categories for use as input to the annual business planning process
- Developed a global market analysis on small modular reactors (SMRs) for an international owners' group of nuclear power plant operators and its committee of industry executives focused on identifying commercial opportunities for domestic and international deployment of SMRs from the late 2020s to mid-2050s
- Performed a complete assessment of the nuclear performance benchmarking and business planning methodologies for one of the largest nuclear operators in North America to ensure they were functioning consistent with leading practices and drafted evidence for submission to the regulator as part of a cost-based rate application
- Partnered with the CNO of one of the largest nuclear fleet operators in North America to assess key management processes and controls, prioritize improvements based on the potential benefit to the strategic focus areas of the organization, and support the work required to implement and capture these benefits
- Advised executive leaders from a major nuclear operator and their teams on preparations for an evaluation of the corporate functions by the World Association of Nuclear Operators. Ensured plans were in place to address gaps, the team gained understanding and alignment, and the client completed all critical preparations. The client was exceptionally pleased with the accuracy and value of the resulting evaluation
- Researched and co-authored a confidential white paper for submission to the provincial government that outlined the socio-economic benefits and policy support needs of advanced nuclear technologies
- Conducted a confidential and independent review of nuclear cost performance for a multibillion-dollar electric generation utility. Produced a written report of the methodology, analysis, and findings and prepared for support before the regulatory body responsible for hearing rate applications
- Partnered with one of the largest nuclear operators in North America to develop a vision for the deployment of small modular reactors along with a framework for stakeholder engagement. The board approved the vision, and a new organization was established to advance this strategic priority
- Supported plant performance recovery effort for one of the world's largest nuclear fleet operators by improving engagement and performance through a gap assessment, alignment of leaders on key metrics, standardization of site communications, and development of visual journey for five-year pursuit of excellence
- Supported a multibillion-dollar Canadian utility to assess its proposed approach to normalization of cost-related performance measures during a major capital project and prepared expert opinion evidence for submission with a rate application

- Worked with the CNO and the leaders of maintenance, operations, work management, and engineering to plan, design, and implement a major improvement program across a 6,600-MW nuclear power generating fleet focused on completing more of the most important work in the plants through efficiency gains
- Conducted benchmarking for a large nuclear power generator focused on inventory management metrics and practices that covered 13 companies with a total of 38 nuclear sites and 78 operating reactor units in four countries; subsequent report detailed findings, observations, and specific recommendations for improvement
- Performed complete assessment of the nuclear performance benchmarking and business planning methodologies for one of the largest nuclear operators in North America to ensure they were functioning consistent with leading practices and drafted expert opinion for submission as part of a cost-based rate application
- Partnered with the CNO of one of North America's 10 largest nuclear operators to redesign the end-to-end "need-to-use" process to improve parts availability across a 10-unit nuclear fleet, implementing a transformational improvement program of 19 fleet-wide initiatives, covering engineering, work management, operations, maintenance, and supply chain, that delivered an 80% reduction in the number of work orders dropped from original scope due to parts issues and a 20% improvement in critical work order survivability

Clean Energy Transition

- Helped a generation and transmission cooperative develop a community benefits plan (CBP) as a requirement for a nearly half-billion-dollar IRA program award, including identification of impacted stakeholders, development and execution of process for community engagement, and finalization of CBP
- Supported a large, southwestern generation and transmission company in preparing and submitting a letter of interest for participation in an IRA program, which received a federal funding award of approximately \$500 million
- Worked with a generation and transmission cooperative to develop a community benefits plan (CBP) for an IRA program award of more than \$600 million, including drafting the initial development plan, identifying and engaging with impacted communities and stakeholders, finalizing the CBP, and establishing CBP execution processes
- Worked with a large generation and transmission company in the Southeast to establish the internal capabilities and support compliance activities for dozens of infrastructure projects that were funded in part through a federal award of approximately \$650 million
- Provided subject matter expertise and shared leading practices in electrification and clean energy deployment for a statewide association in the Southeast focused on supporting the success of its membership in these strategically critical areas
- Provided subject matter expertise and advisory support to prepare a large, midwestern, integrated public power company for compliance with federal funding requirements associated with various grants and loans in the IIJA and IRA and to ensure seamless access to 45U, the zero-emission nuclear power production credit
- Partnered with a state agency for conservation and improvement of energy, land, and water resources to research growing clean energy workforce needs and development options, facilitate discovery with a working group of key stakeholders, and recommend a solutions program to meet future needs
- Provided advisory support on preparing for, acquiring, and complying with federal funding opportunities in multiple areas for an integrated electric utility with diverse generation assets, including nuclear power
- Conducted a vulnerability and risk assessment and updated the emergency restoration plan for one of the largest generation and transmission cooperatives in the country after significant changes were made to its systems to ensure security and continued compliance with Rural Utilities Service standards
- Led development and execution of a grant application strategy for a multibillion-dollar generation and transmission company, including identifying and selecting a portfolio of capital projects, collaborating to produce the concept paper, authoring the full grant application, and managing all pre-award follow-up actions
- Provided expert advice and support for a midwestern energy company as they pursued biogas and renewable natural gas development and related opportunities in their customer territory, including planning and development strategy, stakeholder engagement, and facilitation of commercial arrangements
- Provided expert advice to a statewide association focused on leading practices for electrification of the economy and political and regulatory influence to address changes in the electric utility industry, including EVs, increased needs for resiliency, and other factors
- Delivered expert advice, business case development, and other consulting support for a group of three electric distribution companies serving large agricultural customers as they assessed and explored options for farm waste to energy solutions to produce, market, and sell renewable natural gas

- Worked with a statewide service and trade association and its electric cooperative members to develop a framework for a solutions roadmap to address the changing demands within the industry related to the further electrification of the economy, particularly through electric vehicles
- Conducted a market assessment for transmission in MISO and SPP to identify trends, issues, and business opportunities for a multibillion-dollar utility operating in both systems

Energy Corporate Services

- Based on our improvement plan for the corporate services organization at a generation and transmission cooperative, developed a vision and culture for service, addressed pain points through efficiency and quality improvements in talent management processes, and supported company-wide change management
- Engaged with legal at a generation and transmission cooperative with revenue of more than \$1 billion per year to assess data sharing with third parties, including identification of all external data sharing, tracking of associated requirements, and recommendation of improvements to streamline and improve data security
- Conducted a comprehensive assessment of corporate services, including HR, supply chain, safety, fleet management, facilities management, project management, marketing and communications, key account management, economic development, and administrative support for a large, midwestern energy company and developed an improvement roadmap with organizational change recommendations
- Worked with the CIO of a multibillion-dollar power generation utility in Canada to assess the plans, capabilities and structure of the IT organization and make recommendations for improvements in core operations, development and support for new applications, and enablement of a transforming business
- Performed safety benchmarking for the right-of-way and line construction organizations competing in the broader market on behalf of a multibillion-dollar generation and transmission company to understand performance relative to competitors and set goals to ensure future advantage in this key area
- Assessed enterprise-wide IT for the CIO of a large generation utility with more than 16 GW of capacity and developed an implementation plan designed to increase innovation and better support the acquisitive growth strategy of the company through greater efficiency, effectiveness, and security
- Worked closely with the CFO, his team, and their customers to redesign the financial planning and budgeting process for one of the largest investor-owned utilities in the United States to enhance integration across the business and produce significant improvements in process reliability, efficiency, and flexibility. Designed supporting organization and implementation strategy, including project and change management
- Managed the company-wide business planning effort for a generation and transmission cooperative with more than \$800 million in annual revenue. Developed the work plan, established the corporate-wide processes and templates, trained the organization, facilitated key meetings, provided content expertise, and consolidated 19 department-level plans into a single enterprise-level plan
- Facilitated the business planning effort for a service organization at an \$11 billion utility. Developed a transition and marketing plan to support a shift in business focus and risk profile; installed key account management and designed budgeting and chargeback mechanisms to enable effective cost assignment
- Assessed the current state of a financial contract reporting and administration function for a multibillion-dollar, global entertainment company; developed future state design and business case justification for recommended changes to the organization and its systems, processes, and performance management practices
- Conducted a current state review with comparison to leading practices and benchmarks for a shared services implementation in the highly fragmented payroll department of a \$1 billion manufacturer

Organizational Redesign and Staffing

- Supported the CEO and executive team of an electric distribution cooperative that was doubling its load over a short timeframe due to industry changes, particularly demands from data centers, as they assessed the structure of the executive team and redesigned to better position the company for the future
- Partnered with the CEO of a midwestern electric utility to assess its executive team, benchmarked against industry and leading practices, identified improvement opportunities in strategic priorities, organizational structure, team performance, and talent development, and produced an improvement roadmap
- Performed an enterprise-wide organizational assessment for a large, integrated municipal power company, comparing to peers and leading practices for efficiency and effectiveness, and developed an improvement roadmap, covering structure and roles, workforce management, and technology deployment
- Designed a 10-year roadmap for the organizational structure of a large electric distribution company based on detailed assessment, extensive benchmarking of peers, and expectations for future business needs driven by known and forecasted strategic trends

- Conducted a detailed assessment of the organization for an electric generation and transmission utility, including deep dives into multiple corporate functions as well as engineering and project management, to identify opportunities for both improving efficiencies and making investments to better execute the recently developed strategic plan
- Partnered with the COO of an electric generation and transmission company to assess engineering across the business. Assessed the function relative to internal objectives and industry practices, explored alternative operating models, and recommended improvements in people, processes, and applications and information
- Worked with the new CEO of a multibillion-dollar public power generator to transition to a new top-level organization structure that better supported the changing strategy and developing business needs
- Prepared for and held an organization design workshop with the C-Suite of a \$5 billion power generation company focused on long-term market themes and implications for strategy and supporting management structure
- Partnered with the CEO and SVP of HR to assess the senior management organization structure for a multibillion-dollar public utility against strategic and operational imperatives, industry benchmarks, and comparable organizations; developed recommendations on improvement opportunities for CEO and senior executives
- Planned the implementation and led the project management effort for an organizational change across North America at a multibillion-dollar, global, midstream gas company
- Worked with the CFO of a large gas utility to design and create a business case for a new supply chain organization focused on strategic sourcing. Authored job profiles for key positions; wrote process flows, roles, and rules to describe how key supply chain managers and stakeholders should engage for strategic sourcing
- Developed organization design options to best enable the “green strategy” of one of the largest investor-owned utilities in the United States. Inventoried and assessed the effectiveness of current sustainability efforts and provided business case justification for recommended organization design