

Kimberly Cullen, Distribution Planning Manager

Avangrid

(b) (6)

Education

Master of Business Administration

Webster University, (b) (6)

Bachelor of Science, Electrical Engineering

University of South Carolina, (b) (6)

Bachelor of Science, Physics

College of Charleston, (b) (6)

Professional Experience

Avangrid

2019 to Present

Manager – Distribution Planning

2021 to Present

Energize employees, inspire, and motivate people using vision, influence, persuasion, and effective communication skills. Supervise all daily activities of the Distribution Planning Department. Choose appropriate goals and determine what strategies to use, what actions to take, and what resources are needed to achieve the goals to ensure deadlines are met and high-quality results are accomplished. Recruiting and selecting employees to fill multiple positions within the Company. Represented AVANGRID during numerous regulatory/public meetings, including making presentations and explaining difficult concepts.

Principal Engineer – Distribution Planning

2019-2021

Lead teams, mentor, direct, and review the work of others in the department. Solve complex Distribution Planning and Reliability issues, including thermal loading, distribution automation, N-1 contingency analysis, new large-scale customer load additions, and develop scoping documents and IP1 presentations for complex distribution system improvement projects. Manage Distributed Generation System Impact Studies for Augusta, Brunswick, & Rockland service areas. Resiliency Program Lead for Central Maine Power. Represented AVANGRID during numerous regulatory/public meetings, including making presentations and explaining difficult concepts.

Santee Cooper

2004-2014

Distribution Relay

2013-2014

Guided the relay unit toward the safe achievement of organizational goals. Coordinated and completed relay designs for distribution substation upgrade projects to ensure reliable operation of the distribution system. Led the relay team to a successful reduction in the number of Power System Incidents and substation equipment misoperations.

Distribution Project Design

2008-2013

Designed, upgraded, inspected and maintained the electrical distribution system in accordance with National Electrical Code, National Electrical Safety Code, applicable company policies and

procedures. Completed engineering designs and managed major construction projects. Maintained an accurate model of the Electrical Distribution Information System (EDIS).

Distribution Planning

2004-2008

Annually completed a distribution system contingency study and a ten-year plan to ensure a dependable distribution system. Performed circuit/system coordination of relays, fuses, reclosers and sectionalizers to safely and reliably protect the distribution system. Provided technical support and expertise to the Distribution Control Center and Distribution Design units in circuit switching, analysis, power restoration, fusing and electrical design.

Philip F. Gagnon, Director

Avangrid

(b) (6)

Education

B.S. Civil Engineering

University of Maine, (b) (6)

Training

- Registered Professional Civil Engineer, License # 12881, State of Alaska, March 17, 2011
- Registered Professional Engineer, License # 6201059969 State of Michigan, March 12, 2013
- Registered Professional Engineer, License # PE15382, State of Maine, September 13, 2017
- Registered Project Management Professional (PMP®), ID # 1663214, Project Management Institute
- PROSCI: Thriving Thru Change, PROSCI
- Human Performance Certification, DTE Energy
- Lean Six Sigma Yellow Belt, DTE Energy

Professional Experience

Avangrid – July 2022 to Present

Director – Distribution Lines Projects New England

CMP's Resiliency Program producing 68% reduction in total customers affected by outages on affected circuits. Identified & eliminated \$7.24M in scope creep without affecting programs impact on SAIFI. Change Management transitioning Operations oriented team to Projects focused – initial team had zero PMs at CMP and only 1-PM in New York. Hired and developing new unit focusing on Automation Program at CMP

Unit Manager Substation Projects May 2019 to July 2022

Responsible for management of 39% of CMP's Electric Networks 2022 annual capital investment. Produced \$35.1M 2021 plant additions and forecasting \$15.4M 2022. Updated standards to produce Operations savings of >\$177k/year and improved safety and environmental risk. Led team to extraordinary engagement and execution of 200% of baseline scope. Led risk and opportunity analyses and developed mitigations to accurately execute capital investment plan. Report performance to Plan and Long-Term Outlook (LTO) including accurate variances analysis

Project Manager Lines Projects –Augusta, ME March 2018 to May 2019

Section 77 & Section 207 Tower Replacement - Selected to correct off-track project. Reduced capital cost by \$863k and accelerated plant additions by a year. Strategic thinking resulted in contract incentive structure resulting in 10-month reduction in construction duration at no additional cost. Analyzed accounting and identified previous PM approved \$1.01M in erroneous invoices. Provided strategic direction on investment planning strategy to accelerate construction by 12-months

Precipice Real Estate Holdings August 2012 to December 2018

Owner

Invested in distressed real estate resulting in 214% appreciation of portfolio. DBA Precipice Consulting provided infrastructure project consulting and public relations services. Relationships build resulted in nearly exclusively performing repeat business

DTE Energy October 2014 to July 2016

Manager PMO

Prioritized reliability program capital budget producing quantifiable SAIFI results after only three years. Member of Steering Committee and technical and financial mentor to engineers and project managers. Oversaw investment planning, prioritization, and governance of \$645M. Responsible for development of 1, 3, 5 and 10-year capital portfolio management plans totaling. Portfolio included overhead, underground and substation capital projects

Program Manager - Efficient Frontier March 2014 to October 2014

Managed team of engineers, designers and lineworkers totaling 135 FTEs. In first month, automated phase gate governance process reducing PM workload by 70% saving \$97k/year. Led cross functional collaboration to prioritize distribution reliability system improvements. Continuous improvement led to reduction in backlog of plant additions and improved forecasting to regulators. Bartech Staffing embedded contractor to DTE Energy prior to being hired internal as Manager PMO

AFC-Holcroft April 2013 to March 2014

Project Piping Engineer

Led in-house endothermic gas generator design and R&D team & member of carburizing furnace design team. Reduced material and manufacturing cost by 1% thru design optimization of gas generators

Village Safe Water Program – Anchorage, AK May 2009 to May 2012

Project Manager

Team lead for eight municipal water and wastewater treatment facilities, project cost up to \$39M. Identified engineering flaws that would have led to delays of more than two years and cost of \$9.65M. Led engineering training for engineers and Remote Maintenance Workers in 2009 thru 2011. Initiated and executed corporate safety program updates including pressure testing and trench safety. Gained management experience by leading team writing program wide Quality Control Standards

Deluca-Hoffman Associates May 2006 to March 2009

Design Engineer

Conceptual thru detailed engineering and permitting for commercial, industrial, and renewable power projects

State of Maine DOT May 2004 to May 2006

Transportation Aid

Construction administration, utility coordination, submittal and contract document review, project inspection

Alpay Balkir, Construction Manager

NYSEG Projects Resiliency Group

(b) (6)

Education

BA Industrial Organizational Psychology

Southern New Hampshire University, (b) (6)

Associate degree in Business Management

Kaplan University, (b) (6)

Professional Experience

NYSEG Projects Resiliency Group

2021-Present

Construction Manager

Provide management and responsibility for performance of Field Construction Managers for the construction and commissioning of electric lines. Estimate contract resource requirements, service specifications and manages contractor performance. Work with Field Construction Managers related to coordination of field inspections. Ensure all functional testing is complete at job sites in preparation of commissioning of the facilities. Manage performance of outsourced construction companies to ensure adherence to safety, quality, schedules, budgets, cost effective means and methods. Ensure projects are delivered on time and under budget. Ensure Field Construction Managers obtain all construction materials and material handling plans are established and properly managed and reported.

CMP

2006-2021

Supervisor of Distribution Construction and Maintenance

2016-2021

Planning & scheduling district line work. Special Project completion with multiple contractors and municipalities. Coordination between multiple departments for completion of related line distribution construction projects. Incident Commander during storm restorations for Portland & Lewiston Districts.

First Class T&D Lineman

2006-2016

Daily operations in distribution. Troubleshooting. Worked with mobile work force completing large line upgrades as well as some transmission outage restorations. Storm restoration.

Bev Allen, Program Manger

Labella Associates

(b) (6)

Education

Bachelor of Science in Electrical Engineering

Alfred University, (b) (6)

Bachelor of Science in Applied Mathematics

Minor in Accounting

Rochester Institute of Technology, (b) (6)

Studies - Mathematics

United States Air Force Academy, (b) (6)

Studies - Electrical Engineering

SUNY at Cortland, (b) (6)

Professional Experience

Labella Associates

2022-Present

Program Manager

Lead and manage all field engineering activities and resources for resiliency and automation program for the distribution system for Maine and NY. Team member of the new standards committee.

Avangrid

2000-2022

Director of Distribution Projects

2018-2022

Lead and manage resiliency and automation program and large distribution projects for AVANGRID including all engineering and construction activities. Communicate, align and cascade Avangrid Networks goals and set team goals and strategic direction and initiate action plans and assignments to accomplish goals. Developed 10-year plan and worked on rate case plan for NY and Maine. Created digital solutions for engineering and construction activities: contractor portal, mobile engineering tool, and moved the program to a P6 platform for scheduling and costing. Storm restoration; field crew guide, IC, Ops Section Chief, planning Section Chief, all roles.

Director of Electrical Distribution

2015-2018

Lead and manage electric operations functions which includes construction, operation, maintenance of electric distribution and transmission facilities. Provide storm support through various ICS roles - Area Commander for NY for emergency response. Support safety initiatives, lead Grounding and Arc Flash initiative for NY and Maine for electric operations. Hurricane Maria, Puerto Rico restoration efforts.

Manager of Regional Operations

2011-2015

Direct and manage electric operations and field planning functions which includes distribution planning, design for distribution, construction, operation, maintenance of electric distribution

and transmission facilities. Manage budget for large scale projects, capex and opex. Approve projects, execute contracts and authorize expenditures within LOSA. Coordinate with other departments, regulatory agencies, government agencies, and major customers. Participate on business transformation teams: Operational Excellence Project, Diversity, Standards and other initiatives. Provide storm support.

Supervisor of Field Planning **2004-2011**

Supervise engineering in processes of service work, service administration, field planning, trouble calls, safety process, work/AE processing, obtaining/expediting construction materials, joint facilities billing, customer billing jobs and/or storm restoration. Responsible for technical support for the engineering, construction, operation and maintenance of all electric facilities in the divisions. Ensure proper customer billings based on PSC tariff and company policies. Apply and interpret NEC, NESC, Public Service Law and DOT regulations.

Work Process Planner **2003-2004**

Supervised construction and engineering clerks and gas and electric field planners. Monitored work of line and gas departments. Responsible for planning and scheduling of new construction, preventative and corrective maintenance, inspections and training activities.

Transportation Supervisor **2001-2003**

Supervised and managed all aspects of transportation for Hornell Division. Prioritized and managed workloads, scheduling and parts inventory. Supervised and managed buildings and grounds for Hornell, Dansville, Olean and Perry service centers.

Meter Reader/Collector **2000-2001**

Read meters and performed collections.

Emerson Power Transmission, Corp. **1998-2000**

Production Supervisor **2000**

Supervised and managed all aspects of production. Managed and prioritized workloads and planned components necessary for production. Ensured all aspects of materials and labor were available in a timely manner in accordance with business priorities, quality systems and ISO procedures

Buyer III **1998-2000**

Procured and managed materials for production, packaging, capital projects and MRO. Implemented cost reduction strategies and managed supplier relationships. Planned, organized and executed the procurement of assigned products and services from the best available sources to maximize overall value.

Christopher C. Keipper, Director – Distribution Projects

Avangrid

(b) (6)

Education

Master of Business Administration

SUNY College at Brockport, (b) (6)

Bachelor of Science, Environmental Sciences

State University of New York at Buffalo, (b) (6)

Training

- Project Management Professional (PMP)
- 6 Sigma Green and White Belt
- 40 Hour OSHA HAZWOPER training
- U.S. Army Corps of Engineers Construction Quality Management for Contractors
- Competent persons training for excavation, backfill and sheet piling operations
- Hazardous Materials and Site Security Training for workers and supervisors of hazardous materials transportation functions
- Industrial Wastewater Treatment Plant Operations Training (Previously Held New Jersey N-3 Waste Water Treatment Operators License)
- Primavera Project Management and Microsoft Project Training
- AutoDesk 80 Hour AutoCAD Training
- First Aid – Adult CPR/AED and Blood Borne Pathogens

Professional Experience

Avangrid

2014-Present

Unit Manager – Medium Voltage Transmission Projects

2018-Present

Provide leadership and oversight to 9 direct reports to manage cross functional project teams on various programs and projects across New York State. Full authorization of the program execution to achieve business capital investment. Including direct management of several projects in the portfolio. Responsible for effective resource loading to achieve the business 10-year plan. Manages direct reports progress against established targets and takes corrective action to offset variances as necessary. Manages projects to approved scope, schedule, and budget. Represents the company at public or regulatory meetings and proceedings.

Manager of Programs and Projects

2014-2018

Manage site remediation projects and high voltage electric projects from project charter through project closure in accordance with developed project specific work plans, design documents and company SOP's. Manage Environmental Remediation Program Projects in accordance with RG&E Voluntary Cleanup Agreement and NYSEG Restated Consent Order under NYSDEC oversight. Prepare plans and budgets for programs and projects.

Alstom Signaling, Inc.

2013-2014

Project Planning Manager

Develop & manage the communication cycle between project/program core team, customer and all project/program stakeholders, as described in the project/program management plan. Including Weekly Meeting Minutes, Weekly Reports, Monthly KPIs, Monthly Schedule meetings, Schedule meetings/report vs. customer and Project/Program Review preparation. Establish scheduling guidelines & communication applicable to the project/program and its stakeholders; including organizing project/program core team meetings, to ensure all project/program scheduling requirements are properly documented and reported applying standard methods, tools, & reporting. Analyze schedule performance compared to the contract/program plan using critical path analysis method with a focus on early identification of risks and opportunities to facilitate proactive actions that will optimize on-time performance of internal and subcontracted stakeholders.

Lecesse Construction Services, LLC**2012-2013****Project Manager**

Management of project requirements up to the established budget authorization. Monitor project performance against applicable targets and take action as necessary to address project variance. Execute the project buyout plan, develop trade specific scopes of work and negotiate contracts. Coordinate submittal processes with subcontractors, Architects and Engineers. Conduct meetings as necessary with team members to ensure issues are communicated and resolved. Manage subcontractors and material deliveries in accordance with the established project schedule. Review and prepare RFI's for coordination with Architects, Engineers and Subcontractors. Review and coordinate Architect drawings and sketches with field operations.

Sevenson Environmental Services, Inc.**2004-2012****Project Manager**

Oversee fieldwork operations. Prepare Site Proposals and Work Variance Notification Estimates for submittal to USACE for review, negotiation and approval. Maintain Cost Control of the entire project, utilizing the purchasing authority up to the full Task Order value. Responsible for coordination, scheduling, and procurement of all necessary subcontractors. Act as liaison between Sevenson Environmental Services and USACE/USEPA ensuring all aspects of the project conform to the standards set forth in project specifications.

Assistant Project Manager/Quality Control Systems Manager**2005-2011**

Draft and maintain all site work plans and Daily/Monthly Quality Control Reports for United States Army Corps. Of Engineers approval. Participate during all phases of design process. Oversee all aspects of Transportation and Disposal of Hazardous Materials offsite. Responsible for development and proper execution of site Quality Control Program procedures, specifications, and standards. Facilitate USACE three phase inspection procedures utilizing USACE RMS software.

Project Engineer**2004**

Assist Project Manager to effectively run various projects in Southern New Jersey. Develop request for Proposals/Invitations to Bid and communicating effectively with potential bidders. Manage procurement and subcontract activities. Maintain communication with United States Army Corps of Engineers regarding daily activity progress.

Erik Hall, Construction Manager

LaBella Associates

(b) (6)

Education

Associates Degree in Electrical Technology
Southern Maine Technical College

Professional Experience

LaBella Associates

2019-Present

Construction Manager – Resiliency/Distribution Automation

Primarily focused on device coordination, construction, execution, and commissioning. Managing internal line, substation, and telecom crews as well as contracted line and substation crews. Assist field FCC's with circuit construction and coordination. PayID creation and negotiation. Overseeing up to 80+ contracted construction personnel on a daily basis. Coordinating with contracted management ensuring safety was paramount and owners construction and environmental standards were met. Material management, outage sequence coordination, contract and specification management. Coordination with transmission line construction management team to ensure a safe and successful tie to the substation.

Central Maine Power Company

2019-Present

Lewinston Area Substation Supervisor

Responsible for all maintenance operations for 43 substations. Oversaw, coordinated, and optimized work schedule of 11 substation technicians as well as associated fleet. Worked directly with transmission and distribution line operations with daily switching operations. Coordination with generators and local energy control center outage coordination and switching operations. - Coordination of contracted and internal personnel in the construction and automation of substation, subtransmission, and distribution equipment. Assisting communications department and facilitating commissioning with local ECC. Involved in storm restoration as needed. Performed job interviews for potential hires.

Mark Leta, Business Unit Manager

Northline Utilities

(b) (6)

Education

Bachelors Electrical Engineering Technology
Rochester Institute of Technology

Associates Electronics Technology; Williamsport Area CC
Penn State

Industrial & Labor Relations
Cornell University

Executive Management
University of Idaho

Technical Leadership
State University of NY, Binghamton

Professional Experience

Northline Utilities, LLC

2017-Present

Business Unit Manager

Lead and Manage Electric T&D Operations & Construction for Northline Utilities, LLC New England Business Unit bidding, planning, and project execution processes to ensure timely delivery of customer requirements. Establish a culture of Safety and Compliance within the Business Unit reflecting the organization's number one priority. • Form strong relationships with customers to promote Northline's business model. Develop skills and competencies to deploy and communicate to stakeholders within the Business Unit the importance and relevance of Northline's Vision, Mission, Core Values and Business Model. Leverage Northline's performance and construction management methodology to keep Business Unit Stakeholders informed of performance and opportunities for improvement. Build and sustain a High Performance Project Management team for the Business Unit. Promote opportunities as part of an integrated coaching & mentoring program, building the organizations skills and competencies to support succession planning.

NYSEG

1982-2017

Regional Operations Manager

2003-2017

Lead & Direct regional utility T&D operations, construction and engineering for two major divisions in northeastern New York State, including: Operate and maintain seven hydro and diesel facilities accounting for output approximating 62MW. Interface with Renewable Developers and Independent Power Producers (IPP) involving photovoltaic, wind, hydro and combustion generation systems as well as interconnection requirements to utility grid. Direct Public Service Commission (PSC) mandated replacement of bare steel main and gas services as

well as installation of new gas infrastructure to support customer and franchise growth initiatives. Gas franchise meter expansion initiatives resulting in 350% increase over ten years. Implementation of enterprise wide Arc Flash and Equipotential Grounding initiatives.

Divisions Operations Manager **2001-2003**

Direct and forecast all T&D substation, line, hydro and natural gas system for major divisional expenses allocated to capital, operation, maintenance, and construction activities. Interface with regional utility interconnections to support Independent System Operator (ISO) supply and system requirements. Successful negotiation of FERC hydro re-licensing agreements for two multi-year FERC projects involving regulatory, municipal and public officials. Support of contractual obligations and municipal cooperation related to environmental remediation of Plattsburgh manufactured gas plant.

Energy Delivery Manager **1994-2001**

Lead & Direct daily T&D construction, operations, engineering and maintenance activities for a combined electric, gas and hydro utility in a four County area of upstate NY. Successful completion of NYSEG (Adirondack region) Distribution Automation system, first in company history. Interaction with various regulatory agencies to fulfill project and shareholder expectations. Successful direction of utility restoration effort (Ice Storm 1998). Longest power disruption in NYSEG's 150+ year history. First NY State and NE regional utility to restore 100% customer power. Representative of field operations for NYSEG's joint union/management safety committee. Direction of project initiatives involving municipal utilities, utility interconnections.

Electric Operations Manager **1991-1994**

Lead & Direct T&D operations, construction, engineering and maintenance for electric systems in the Niagara County, NY area. Successful presented emergency action planning (EAP) and training activities satisfaction New York State Public Service Commission (PSC) regulatory requirements. Creation of public safety demonstrations for first responders in and around the western NYSEG franchise area and Niagara Falls, Canada. Formulate and manage capital and expense budget for routine utility operations. Direct T&D vegetation, fleet, materials management, public outreach, and right-of-way initiatives.

Section Engineer **1982-1991**

Support of division operations by conducting engineering, financial, environmental and long-range economic system studies. Complete economic evaluations and procedures for the corporation to utilize finance models and to manage substation transformer utilization rates. Develop computer models and spreadsheets to aid engineering evaluations. Preparation of research and development projects and recommendations for senior management. Commission advanced meter technologies to aid remote data retrieval and translation. Utilize primary circuit analysis and Power Technologies Inc. (PTI) application software for system studies. Coordinate substation transformer moves for the corporation. Administer Departmental R&D initiatives and interfaced with EPRI.

Michael M Bartczak, Senior Director

AVANGRID

(b) (6)

Education

Master of Liberal Arts in Extension Studies - Major in Sustainability

Harvard University, (b) (6)

Master of Business Administration - Major in Operations Management

University of Scranton, (b) (6)

Bachelor and Master of Science in Civil Engineering - Major in Structural Engineering and Construction

Gdansk University of Technology, (b) (6)

Energising Leadership Programme (ELP) – 11th Edition

ESADE/Iberdrola, (b) (6)

Purpose Driven Leadership (PDL) – 1st Edition

Yale University, (b) (6)

Training

-Graduate Certificate – Global Policy and International Development, Harvard University

-Graduate Certificate – Corporate Sustainability and Innovation, Harvard University Project

-Management Professional – PMP

-Lean Six Sigma Green Belt

-Change Management Certification PROSCI Certified Scrum Master – Scrum Alliance

Professional Experience

AVANGRID

2018 – Present

Senior Director

2019 – Present

Senior Director of engineering and construction of large electric infrastructure projects in states of New York, Maine, and Connecticut. Managing \$3 billion capital portfolio with annual budgets ranging between \$150 and \$250 million. Contributing to overall strategic and operational performance of Avangrid Networks, with focus on safety, quality, and execution of work. Projects include UI Railroad Transmission Program (\$700M), NERC Alert Phase III (\$350M), multiple transmission and substation projects ranging from \$10 to \$200M in NY, ME, and CT.

Director, Electric System Engineering

2018-2019

Director of engineering for large electric infrastructure projects responsible for all aspects of engineering across Avangrid Networks including transmission, substation, and environmental engineering. Oversight of the Project Management Office and Environmental Permitting for major capital project. Oversight of Manufactured Gas Plants remediation programs in NY and ME. Responsible for development of standard engineering libraries focused on design efficiency.

NYSEG	2008-2018
Manager, Electric Capital Delivery	2014-2018
Managing the delivery of \$70 to \$100 million in annual capital project portfolio related to engineering and construction of electric transmission system, substations, and hydro stations in NY. Oversight of Manufactured Gas Plant remediation program in NY. Responsible for preparation and review of regulatory filings, contracts, and agreements with NY utilities. Projects included: Auburn Transmission Project (\$100M), NERC Alert Phase I and II (\$50M), Plattsburgh MGP Site. Remediation (\$120M), multiple NY transmission, substation, remediation, and hydro projects ranging from \$5M to \$50M.	
Lead Engineer, Electric Transmission Engineering	2010-2014
Associate Engineer, Electric Transmission Engineering	2008-2010
Planned and designed transmission lines and managed transmission line projects engineering activities in accordance with applicable codes and regulations. Coordinated and supervised transmission construction work. Managed the work of contract engineers, ensuring timely delivery according with project schedules. Lead Transmission Engineer for NYSEG NERC Alert Project and several Article VII Projects. Participated in preparation of applications to the NY Public Service Commission for siting of new transmission facilities; served as the company subject matter expert and testified on the company's behalf at the settlement hearings and in legal proceedings.	
CHEN-A-WANDA	2006 – 2008
Facilities Supervisor	
DWABE	2004 – 2006
Assistant Engineer, HVAC	

Yasar Ashraf - Manager, Projects Unit

Electricore, Inc

(b) (6)

Education

Bachelor of Engineering – BE Electrical

National University of Science and Technology (Pakistan), (b) (6)

Master's in Business Administration – MBA

Virtual University of Pakistan, (b) (6)

Project Management Professional – PMP

Project Management Institute, (b) (6)

Professional Experience

Avangrid

2019-Present

Manager – Projects Unit

2022-Present

A Project Unit is responsible for managing activities for the complete unit. The unit comprises of Project Managers, Construction Managers, Engineers, support staff. The unit manager is responsible for achieving corporate goals by delivering the projects/program with agreed baselines, schedule, scope, quality, cost and engineering. This is highly critical and must be done with due diligence and following Avangrid's project and risk management practices. In this specific role the major programs to be worked on over the next five years are Distribution Automation, Transmission Automation and Substation Automation. All the Programs have their own approvals criteria and are in different phases of execution.

Program/Projects Manager

2021-2022

Initiating, Planning and interconnection of Renewable Projects (mostly Solar 1-5MW) with the Distribution Network (both at Substations and Lines). The program comprises of interconnection of more than 750 Applications received during a period of 3 years for Solar projects under Maine Public Utility Commission's (MPUC) guidance and incentive program (Ch. 324 & Ch.313) for Net Energy Billing 2019.

Distribution Planning Engineer

2019-2021

Electrical Distribution Network Planning, Business plan preparation along with high level cost estimation. Load Flow Studies & System Impact Studies for Electrical Network as well as for Interconnections of Solar & Battery systems with the Grid. Proposals for new Substations and upgradation for the existing ones. Extensions, Hardening and reconductoring for Distribution Circuits. Resiliency development plans and network improvement plans.

Dhofar Power Company SAOC

2007-2019

Senior Planning Engineer and Team Lead Projects and Planning

Strategic Planning for Dhofar Power major T&D Projects (through Annual & Five Yearly Business Plans) 2007-18 worth \$ 50-60 million yearly. Completed several 33/11 kV Substation Projects (Planning, Construction Management, Progress Monitoring & Closure) worth approx. \$25 million each. Member of Price Control Core Committee from 2013 to 2019 for all proposals

related to Distribution O&M (Focal point for Opex & Capex). Appointed as Resource Planning Lead in 5 major Tropical Storms (Crisis Management and Emergency Restoration) in Dhofar region from 2010 to 2019, Max Damage worth \$ 20 million. Initiation, award, and actual implementation of E&M Contracts for DPC Dist. Network & Primary Substations since 2009 worth \$ 3.5 million yearly. Development of KPIs for Individuals, Departments and aligned them with corporate objectives along with monitoring and evaluation.

PAL Technology

2007

Electrical Project and Planning Engineer

Substation project for a 30 million gal /day sea water reverse osmosis treatment plant, worth \$ 18 million. Electrification Projects for other desalination plants in Abu Dhabi and its suburbs. Electrification Projects for shrimp farms at Bal Rumaid Island in Abu Dhabi.

Alternative Energy Development Board

2005-2007

Electrical Project Engineer/Technical Coordinator

Installation & Integration of 50 MW Wind Farm Project at Gharo, Sindh with National Grid (through 132KV Line) worth \$ 150 million. Successfully developed the Energy Policy, Power Purchase Agreement & Implementation Agreement (PPA & IA for first Wind Project) as member technical on government's behalf. Research & Development along with promotion of technologies i.e. Solar PV, Fuel Cells, Biofuels & other Renewable Energy Projects in Pakistan.

Islamabad Electric Supply Company

2003-2005

Assistant Manager Operations and Maintenance

Assistant Manager Operation and Maintenance for Network O&M. Analogue to Digital Meters replacement program, successfully replaced 8000 energy meter in 9 months in sectors G-10 & G-11 Islamabad. Meter Reading, Bill Distribution & Complaint Handling for 25000 Customers monthly as Sub Divisional Officer (SDO). Successfully conducted Feasibility studies for new industrial connections for 1200 SMEs & 65 Major Industries in IESCO Region.

Deborah Jelen, Executive Director

Electricore, Inc.

(b) (6)

Education

M.S. Systems Management

University of Southern California

B.S. Mechanical Engineering

University of California, Santa Barbara

Professional Experience

Electricore, Inc.

2007-Present

Executive Director

Responsible for management of all aspects of a technology non-profit consortium including execution of multi-partner teaming development programs for Department of Energy, Defense and Transportation. A 501(c)(3) non-profit organization, Electricore was established in 1993, creating a unique consortium among visionary private and public sector organizations, federal agencies, universities and research institutions. Today, the approach is to identify new business opportunities, facilitate formation of teams of industry leaders, and participate in areas of interest. This approach results in mitigation of risk for participants while gaining information and ultimately achieving market access. Electricore executes all program management duties including proposal preparation, program planning, program execution, progress reporting and information dissemination.

AeroVironment, Inc.

1995-2008

Director of Products

Business unit manager with responsibilities for developing, designing and manufacturing technology products delivered to the energy, transportation and defense markets. Successfully used integrated product team process to transition over two dozen products into the commercial marketplace among 22 different countries on five continents.

Rocket Research Company

1991-1993

Program Manager

Lead technical and business management for the design and manufacture of solid rocket propellant products in aerospace applications.

Hughes Aircraft Company

1983-1989

Manufacturing Project Manager

Managed transition of Infra-red detection products from the design phase through prototype and test phase and into production for aerospace and defense applications.

Selected Publications

Jelen, Deborah; ARPA-E University, Doing business with DoD. June 2013.

<https://arpa.e.energy.gov/sites/default/files/documents/files/ARPAE%20University%20Working%20with%20DoD%20Final.pdf>

Jelen, Deborah; Defense Technical Information Center, Final Report, Demonstration of the Zero Emission Distributed Generation and Storage System. March 2018.

<https://apps.dtic.mil/dtic/tr/fulltext/u2/1057603.pdf>

Jelen, Deborah; ARPA-E Summit, Are There Military Application in Your Future. February 2013.

Jelen, Deborah; Defense Technical Information Center, Final Report, Concentrating Photo-Voltaic System for DoD Rooftop Installations. September 2014 [https://www.serdpe.stcp.org/index.php//Program-Areas/Installation-Energy-and-Water/\(offset\)/80/\(list\)/1/\(active\)/no/\(l1\)/projectname/\(l2\)/sponsor/\(lo1\)//\(lo2\)/inv/\(sort_order\)/inv/\(sort_by\)/sponsor/](https://www.serdpe.stcp.org/index.php//Program-Areas/Installation-Energy-and-Water/(offset)/80/(list)/1/(active)/no/(l1)/projectname/(l2)/sponsor/(lo1)//(lo2)/inv/(sort_order)/inv/(sort_by)/sponsor/)

House Armed Services Committee; Panel on Business Challenges in the Defense Industry (Jelen, Deborah panel contributor), Challenges to Doing Business with the Department of Defense. March 2012.

<https://wcoeusa.org/sites/default/files/Challenges%20to%20Bus%20with%20DOD.3.12.pdf>

Synergistic Activities

Ms. Jelen participates professionally on several standards making bodies including:

- Society of Automotive Engineers Hybrid J1772 Connector Task Force
- Society of Automotive Engineers J2953 Hybrid Task Force
- Society of Automotive Engineers J2954 Hybrid Task Force
- Society of Automotive Engineers J2847-6 Hybrid Task Force

Sara Odom, Senior Program Manager

Electricore, Inc.

(b) (6)

Education and Training

M.B.A. California State University, Northridge (b) (6)

B.S. Business & Marketing, California State University, Northridge (b) (6)

Research and Professional Experience

Senior Program Manager – Electricore, Inc. – November 2009 to Current

As the Senior Program Manager, Mrs. Odom is responsible for the management and coordination of active Electricore projects as well as new business development activities for the company.

Mrs. Odom has a wide variety of functions including the development and management of responses to funding opportunity announcements, administration and management of multi-organization R& D development project, preparation of reports, project deliverables, and financial data, and managing and retaining project files with the Department of Defense, Energy and Transportation, as well as other US Military branches and state institutions. In addition, she has significant experience with U.S. Government financial and progress reporting systems. Currently her duties include:

- Create new business through the development of teams, technology ideas and proposal writing (Domestic and International).
- Author and manage government and industry proposals throughout all phases.
- Organize high level proposal meetings and bid reviews to develop winning strategies and application content.
- Interface with government technical managers, contracting officers, and policy makers to secure grant funding.
- Manage contracts/subcontracts, schedules, budgets, and technical performance of projects post contract award.
- Monitor project budgets and interface with government and subcontractor finance personnel.
- Author project budgets, schedules, technical status reports and other contractually required documents.
- Project invoicing and contract required documentation according to government cost accounting standards.
- Develop company's operational budget, resource planning, annual audits, and execution

Administrative & Marketing Coordinator – Moore & Associates – April 2008 – November 2009

Before joining Electricore, Mrs. Odom worked for a transportation consulting firm focused on transit planning and operations. There she provided assistance to both the Marketing Director and Account Representatives. She was charged with a number of tasks including production and coordination of marketing plans, transit surveys, and proposal development for clients throughout the Western United States, as well as preparation of presentations, competitive

analysis, customer outreach, and general promotion of the firm.

Mrs. Odom is a U.S. Citizen.

Synergistic Activities

Mrs. Odom has actively participated on several Department of Energy programs related to carbon capture technologies including the following:

1. DOE Office of Fossil Energy and Carbon Management (Agreement No. DE-FE0031732) – “Advanced Structured Adsorbent Architectures for Transformative Carbon Dioxide Capture Performance”
2. DOE Office of Fossil Energy and Carbon Management (Agreement No. DE-FE0031959) – “Direct Air Capture Using Novel Structured Adsorbents”
3. DOE Office of Fossil Energy and Carbon Management (Agreement No. DE-FE0031942) – “LH CO₂ment Colorado Project”
4. DOE Office of Fossil Energy and Carbon Management (Agreement No. DE-FE003194) – “Chevron Natural Gas Carbon Capture Technology Testing Project”
5. DOE Office of Fossil Energy and Carbon Management (Agreement No. DE-FE0032137) – “Deer Park Energy Center Natural Gas Combined Cycle Carbon Capture System Front-End Engineering Design Study”

Kathy Fagundo, Program Manager

Electricore, Inc

(b) (6)

Education and Training

Bachelor of Science, Computer Science

University of California, Riverside

Professional Experience

Electricore, Inc., Program Manager

2021 - Present

Responsible for new program development, including team formation, technical writing, and proposal management. Provides continuing program management, including scheduling, team communication, risk monitoring, resource planning, and reporting. Project profile includes projects focusing on Direct Air Capture, Point-Source Carbon Capture, Carbon Capture Sorbent Development, and Automotive Electrification

ThinkSuite, Director

2016 - 2021

In this non-profit, executive leadership role, implemented complex administrative and instructional projects benefiting over 25,000 students and 1,200 staff members in thirteen charter schools. Led development of two new charter high schools; petitioned for charter approval, hired initial staff, met facility needs. Monitored and addressed risk and compliance items organization wide with authority over budget and legal areas.

California Virtual Academies, Regional Program Coordinator

2011 - 2016

Managed staff of forty-nine employees and served as champion for new curriculum deployment and compliance. Developed and maintained campus SharePoint site. Defined, documented, and trained employees on new processes.

The Hewlett-Packard Company, Technology Consultant

1997 - 2000

Provided project management & team leadership for deployment of technology services to fortune 500 companies. Communicated with customers to identify needs, then designed and implemented technology solutions to improve business processes. Responded to requests for proposals with solutions that were relevant and cost effective.

County of Los Angeles, Senior Programmer

1991 - 1997

Responsible for design and implementation of county-wide communication system. Managed program roll-out and interfaced with County departments to ensure departmental needs were met and user access was successful.