

Professional Summary

Decisive, action-oriented, senior executive with a unique blend of managerial, regulatory and technical experience. Earl is the developer of “Intelligent Empowerment” (InPOWERd©) principles and a Cultural Maturity Scale (CMS) system/framework that aligns people, processes and management practices to maximize organizational potential and better achieve strategic objectives.

Developer of a business “Ethical Decision-Making Model” used by professors at the University of Tennessee Chattanooga.

In-demand public speaker and expert witness on complex issues involving regulatory compliance, grid operations, risk management, trust-based leadership, and causal analysis. Author of many formal analytical reports and publications, including a series of short articles on cybersecurity, regulatory compliance and organizational culture entitled “Perspective of an Ex-Regulator.”

Earl’s articles have been published internationally in Electric Power and Light Magazine.

Immensely enjoys navigating all aspects of complex business relationships, strategic thinking and trust-based leadership.

Executive Leadership Competencies

Trust Based Leadership	Power System Operations	Conflict Management
Regulatory Compliance	Change Management	Strategic Planning
Enterprise Risk Management	Consensus Building	Solution Architect

Experience and Selected Achievements

Veracity Industrial Networks

Advisor to the Board of Directors, April 2017 to present

Chief Energy Sector Advisor:

- Chief regulatory and energy sector advisor
- Energy sector strategy and structure
- Marketing segmentation and penetration

Empire Diversified Energy Inc., Fort Lauderdale, Florida

Board of Directors, June 2016 to July 2017

Directed start-up and ensured the company’s prosperity by collectively directing the company’s affairs, while meeting the appropriate interests of its shareholders and stakeholders:

- Establish Vision, Mission and Values
- Set strategy and structure
- Exercise accountability to shareholders

InPOWERd LLC, Dunlap, Tennessee

President and Founder, May 2015 to present

InPOWERd LLC is a consulting/services firm that addresses the highly dynamic, changing needs of clients with strategic consulting based on decades of demonstrable industry and regulatory expertise. As president and founder, Earl partners with clients build strong organizational compliance cultures by espousing the fundamental principles of InPOWERd©. Key strategic advisor and solution architect for various east and west coast electric utility organizations, focused on mobilizing the right talent, skills and technologies to help organizations align people, processes, and management practices to maximize potential and better achieve regulatory compliance and risk management strategic objectives. Advises federal and state regulatory agencies on complex issues involving regulatory compliance, organizational culture change, risk management, internal risk control systems, cybersecurity and event causal analysis.

- Established successful strategic consulting services firm that provides expertise in the following areas: Regulatory Compliance Solutions, Risk Management Solutions, and Strategic Organizational Solutions.
- Developer of “Intelligent Empowerment” (InPOWERd©) principles and a Cultural Maturity Scale (CMS) system/framework that aligns people, processes and management practices to maximize organizational potential and better achieve regulatory and risk management strategic objectives.
- Developer of a portfolio of Risk Management and Internal Risk Control Systems (IRCS) maturity tools that help clients organize and connect the dots between Enterprise Risk Management and effective Internal Risk Control Systems to achieve sustainability of operational and regulatory compliance objectives and articulate the health of the IRCS systems.
- Mentors young engineers and military veterans to develop and implement ethical decision-making frameworks using ethical pluralism models.

Grid Subject Matter Experts (GridSME), Folsom, California

Vice President and 1099 Strategic Partner, May 2015 to December 2016

InPOWERd LLC joined GridSME leadership as a 1099 strategic start-up partner to develop and establish a GridSME “West Coast Risk Management Services Practice”. This practice was designed to serve registered entities seeking to effectively assess, document and measure the level of organizational readiness and experience in relation to regulatory compliance risk management practices and Internal Risk Control Systems (IRCS).

North American Electric Reliability Corporation (NERC), Atlanta, Georgia

Senior Director of Compliance Operations, October 2012 to March 2015

Senior Director of Reliability Risk Management, February 2011 to October 2012

Director of Event Analysis and Investigations, February 2010 to February 2011

Manager of Compliance Violation Investigations, February 2008 to February 2010

Regional Compliance Program Coordinator, August 2007 to February 2008

- Successfully directed start-up and sustainability of five individual and unique functional programs at NERC. This included directing the establishment of principles, policy, procedures and training programs while collaborating and building consensus with delegated regional entities and industry stakeholders for implementation across North America.
- Executive leader, solution architect and consensus builder for the NERC “Risk-based Registration Program” effort that required achieving consensus among eight delegated regional entities, industry stakeholders and trade organizations across North America. Achieved NERC Board of Trustees approval and endorsement November 2014.
- Executive solution architect for the foundational risk-based compliance white papers, executive leader during the startup and implementation of the Electric Reliability Organization (ERO) “Risk-Based Compliance Monitoring and

Enforcement Program". The effort required achieving consensus with eight delegated regional entities. Achieved NERC Board of Trustees approval and endorsement November 2014.

- NERC executive sponsor, Root Cause Analysis and Human Performance team leader during the FERC/NERC Inquiry and Investigation of the September 8, 2011 Arizona-California Blackout. Provided expert testimony to the California State Senate Committee and FERC Technical workshops.
- NERC executive sponsor and team leader for joint FERC/NERC inquiries of the February 2011 SW Cold Snap Event and the October 2011 NE Snow Storm Event. Provided expert testimony during FERC Technical workshops.
- NERC sponsor and technical team leader for joint FERC/NERC Compliance Investigation of the February 2008 Florida Blackout. Provided expert testimony during FERC Technical workshops.
- Received "Excellence Starts at Home" Gold Star award from NERC CEO in recognition of performance that exemplifies excellence, teamwork, accountability and proactive problem solving (2009).

Tennessee Valley Authority (TVA), Chattanooga, Tennessee

Senior Project Manager, Compliance and Standards, August 2005 to August 2007

Technical Instructor (COO Tech Training), December 2004 to August 2005

Senior Shift Supervisor/ Load Balancing Authority / Transmission System Operations, May 2001 to December 2004

- Managed and successfully led pre-audit preparation for NERC readiness evaluations and SERC regional compliance audits of TVA functional model registrations. Received TVA accommodation for achieving 100% compliance and implementation of the "Disturbance Control Standard Root Cause Analysis Process," recognized as a SERC Compliance Audit Positive Observation (2006).
- Directed and successfully managed real-time control system operations for the 85,000-square mile TVA footprint. Activities included: load balancing and generation, outage coordination, directing operation on the bulk power transmission grid and crisis action response during emergencies.
- Facilitated and led accident investigation and root cause analysis teams.
- Technical Instructor and Facilitator.

Seattle City Light, Seattle, Washington

Senior Shift Operator/Supervisor, 1989 to 2001

- Directed and successfully managed real-time control system operations for the City of Seattle, Washington. Activities included: load balancing and generation, outage coordination, directing operation on the bulk power transmission grid and crisis action response during emergencies.
- Received letter of accommodation from the Mayor of Seattle, Washington, for exemplary duty during Electrical Crisis (1990). Received letter of accommodation from the Superintendent of Seattle City Light for exemplary duty during Electrical Crisis (1993).

San Diego Gas & Electric Company, San Diego, California

Transmission and Distribution Power System Operations, 1981 to 1989

United States Navy

Engineering, Power System Operations, 1977 to 1981

- Received three Letters of Accommodation from Captain of USS Ranger (CV-61) for Engineering Excellence.

Education and Training

Master's Degree, Engineering Management

University of Tennessee Chattanooga, Chattanooga, Tennessee, *magna cum laude* (2015)

Bachelor of Science, Business Administration and Organizational Management

Bryan College, Dayton, Tennessee, *magna cum laude* (2005)

Certifications

Certified Level 3 Investigator: Accident Investigation and Root Cause Analysis, since 2005

Certified Technical Instructor / Facilitator, since 2005

NERC Certified System Operator, Reliability, 1998 to 2012

WSCC Certified System Operator, 1998 to 2001