

Professional Summary

Decisive, action-oriented, senior executive with a unique blend of business, regulatory, and technical expertise. Sought-after strategic consultant, solution architect, public speaker, and expert witness on complex issues like regulatory compliance, risk management, organizational culture change, power grid operations and cybersecurity. Author of many formal reports, whitepapers, and publications including a series of short articles on organizational culture and regulatory compliance entitled “Perspective of an Ex-Regulator”. which has appeared in publications like Electric Light and Power Magazine. Developer of a business “Ethical Decision-Making Model” used by professors at the University of Tennessee Chattanooga.

Highly experienced ex-regulator with 40+ years in the electric utility industry including launching and directing various national level programs and maintaining operational sustainability at the North American Electric Reliability Corporation (NERC). Led or participated on 100+ Electric Reliability Organization (ERO) compliance and enforcement related engagements. Led multiple NERC analytical and investigative efforts, including the FERC/NERC Inquiry & Investigation of the September 8, 2011, Arizona-California Blackout, the joint FERC/NERC Compliance Investigation of the February 2008 Florida Blackout, and the FERC/NERC inquiries of the February 2011 Southwest Cold Snap event and October 2011 Northeast Snowstorm event.

Earl founded INPOWERD LLC with the goal of simplifying complexity around NERC regulations and helping his clients focus on strategic operational and risk management objectives that truly matter. Earl’s goal is to help organizations translate regulatory requirements into actionable business practices that reduce reliability risk.

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 verified Veteran Owned Small Business (VOSB) specializing in power grid operations, regulatory compliance, risk management, physical and cyber security for the electric utility industry. INPOWERD addresses the highly dynamic, changing needs of clients with technical and strategic consulting based on decades of demonstrable industry and regulatory expertise.

As President and Founder, Earl partners with clients to build strong organizational cultures by espousing the fundamental principles of INPOWERD®.

- Key strategic advisor and solution architect for energy sector clients across the United States and Canada, with a focus on mobilizing the right talent, skills, and technologies to help organizations align people, processes, and management practices to maximize potential and achieve strategic objectives.
- Strategic consulting services include regulatory compliance, organizational culture change, risk management, internal risk control systems, cybersecurity, and event causal analysis. 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 readiness of their programs.
- INPOWERD serves the Veteran community by mentoring military veterans and young engineers in their transition into the civilian workforce.
- INPOWERD LLC is dedicated to simplifying regulatory complexity and strengthening the client’s business process by building trust, exhibiting accountability, and providing excellent customer service.

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 Snowstorm 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

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.
- Certified NERC System Operator, 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).
- WECC and NERC Certified System Operator.

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.

- Received Navy Expeditionary, Humanitarian services medals and Sea Service ribbons. 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 NERC Auditor
- 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