

***Ellen J. Miller***

**Work History**      ***Avangrid Networks, Augusta, ME***

**Executive Sponsor – Vice President Engineering Services**

Ms. Miller is the Vice President of Avangrid Networks Engineering Services business area and is responsible for managing the engineering and construction project portfolio for four electric operating companies. She also served as the Director of Capital Delivery directly responsible for the execution of more \$600M investment from 2013-2016.

Ms. Miller has over 25 years in the utility industry and over 8 years in the area of program management. She has experience in the area of cost control and scheduling, permitting, contract development, project sequencing, and safety, quality and environmental management.

**2016 - Present**      **Vice President Engineering Services**

- Management of Electric and Gas Capital project execution at Avangrid Networks (including the four operating companies: Rochester Gas and Electric, New York State Electric and Gas and Central Maine Power Company and United Illuminating).
- Responsible for execution and management of \$379M in external construction labor.
- Energized \$235M in reliability projects in 2016 - 2017.
- Project Sponsor for Western New York Public Policy Transmission Planning process.
- Management of the FERC Order 1000 transmission upgrade program for Maine and New York.
- Sponsorship of joint utility projects in New York; Auburn Transmission Project, Western New York Energy Link Solution.

**2011 - 2016**      **Director Electric Capital Delivery**

- Implementation and adoption of Quality Management System including ISO9001 certification.
- Sponsorship for stakeholder management: public outreach, public agencies, environmental, engineering, system planning.
- Obtained 2 Certificates to Build related to transmission line projects in the States of Maine and New York.
- Capital Investment exceed \$1,073M over five years.

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**2010 - 2011**

**Manager Electric Capital Delivery – Maine**

Managed the delivery of \$100M in capital investment for the electric transmission system.

**2008 - 2011**

**Project Manager – Maine Power Connection**

Project Manager for proposed 200 mile \$625M transmission projects including:

- Development and coordination of regulatory filings, siting and environmental strategies, construction sequence, stakeholder forums with Maine Public Services.

**Education**

B.S., Business Administration, University of Maine, Orono, ME, 1984  
Master Business Administration, 2015

***Thorn C. Dickinson***

**Work History**      ***Avangrid Networks, (f/k/a Iberdrola USA), Portland, ME***

**2011-present**      **Vice President – Business Development**

- Responsible for creating and supporting business development and growth initiatives for Iberdrola USA. Growth initiatives include both green field development and mergers and acquisitions.
- M&A transactions included Connecticut Natural Gas, Southern Connecticut Gas, Berkshire Gas, Hartford Steam, NYSEG Solutions, Energetix and New Hampshire Gas.

**2002-2011**      **Director Risk Management**

- Assess and address the causes and effects of uncertainty and risk throughout the organization.
- Apply a variety of financial and statistical analysis and modeling approaches to accurately assess and make decisions about risk.
- Acquire adequate and cost effective risk financing for property, casualty, professional and environmental exposures for the company and its subsidiaries and oversee the claims management process.
- Identify the company's critical processes and ensure that there are tested contingency plans in place to restore those processes in case of a disaster.

**1997-2002**      **Manager – Investor Relations**

- Effectively communicate corporate strategy, financial results and expected performance to the investment community.
- Provide management information on financial markets, investor perspectives and peer performance.
- Develop, coordinate and present information to the investment community.

**1997-2003**      **Manager of Rates and Revenue Requirements**

- Responsible for state revenue requirement issues.
- Responsible for rate design development.

***New York State Electric & Gas Corp., Binghamton, NY***

**1994-1997**      **Coordinator – Cost Support & Pricing**

- Responsible for cost studies that support pricing strategies, profitability analysis, and regulatory compliance.
- Responsible for the testimony related to cost analysis in state and federal proceedings.
- Led a cross functional team charged with the development and application of models for the purposes of evaluating the risks and opportunities of a restructured competitive environment.

**1991-1994**

**Staff Engineer – Planning & Procurement**

- Performed financial analysis on supply and demand resources. One example of this analysis includes the analysis of how the corporation should comply with the Clean Air Act.
- Negotiated power purchase contracts with Non-Utility Generation. Kept these projects under control and moving forward from the initial contact with the developer through the contractual, engineering, construction, testing, commercial operation, and closeout phases of the project.

**1988-1991**

**Field Engineer**

- Managed a group responsible for the construction, operation, and maintenance of power delivery systems.
- Developed construction schedules, budgets, and determined manpower requirements for capital projects.
- Responded to customer concerns regarding voltage problems, system reliability, and equipment failure.
- Met with customers, other utilities, state, and county officials to coordinate work and to obtain permit approvals and easements.

**Education**

**B.S. in Electrical Engineering**

*Union College, Schenectady, NY*

**Master in Business Administration**

Syracuse University, Syracuse, NY

## ***Bernardo Escudero***

### **Work History**

***Avangrid Service Company, Portland, ME***  
Transmission Business Development

**Jul/17-present**

#### **Director Business Development**

- Project lead for the development of Transmission Projects developed by AVANGRID in response to the New England Clean Energy goals and other transmission growth initiatives within the US.

***Central Maine Power Company (CMP), New Gloucester, ME***  
Engineering Services – Special Projects

**2015-2017**

#### **Manager, Project Development**

- Project management of the development of Transmission Projects, including the Maine Renewable Energy Interconnect (MREI), Maine Clean Power Connection (MCPC) and other transmission initiatives developed by AVANGRID in response to the New England Clean Energy goals.
- Support to AVANGRID Business Development in current and future initiatives under Iberdrola's Strategic Plan for growth in the USA.

***Iberdrola Energy Projects, New Gloucester, ME***  
Networks Division

**2011-2015**

#### **Project Controls Manager, MPRP**

- Project lead and main point of contact for Central Maine Power (CMP) in the delivery of the Control and Compliance Services for the Maine Power Reliability Program (MPRP).
- Assessment of the MPRP Program Management Team, proposing areas for adjustment and reporting to CMP on their progress. Report periodically to Iberdrola USA Steering Committee and provide annual updates at the Maine Public Utilities Commission (MPUC). Management of the IEP Team assigned to this effort (group of 4+ employees including Project Control Specialists and Permitting Analysts)

***Iberdrola Engineering and Construction, Glasgow (UK)***  
Networks Division

**2009-2011**

#### **Key Account Manager for Scottish Power Energy Networks**

- Key point of contact in IEC for SPEN. Management of contractual relationship. Coordination of IEC Networks Pipeline. IEC – Project Management and Engineering costs/income management. Schedule progress reporting. Team management (group of 10+ employees including Cost Controllers, Account Analysts and Program Controllers).

**Implementation Manager of IEC UK Networks Division (through April 2010)**

- Lead of the creation of the IEC UK Networks Division. Benchmarking of delivery model with Scottish Power Energy Networks. Establishment of new delivery processes, Department Structures and cost/schedule methodology. Development and implementation of the SPEN/IEC Framework Agreement for the Engineering and Project Management Services provided to Scottish Power Energy Networks.

*Iberdrola Ingenieria Y Construcción, Madrid, Spain*  
Substations Department

**2008-2009**

**Team Manager, Substations**

- Manager of the team responsible for the engineering and project management of substation projects for Iberdrola Renovables in Spain. Technical lead and engineer of record.
- Team management (group of 15+ employees including Project Managers, Substation Engineers, Site Managers and Project Administrators). Engineering and construction management, project scheduling, project budgeting and contract management. Most notable projects commissioned within this period include: Sabina SS 132/20 kV, O Vieiro SS 132/20 kV, Medinaceli SS 400/132 kV, Páramo Vega SS 132/20 kV, Radona SS 132/20 kV, Aguaviva SS 132/30-20 kV.

*Iberdrola Engineering And Construction, USA, Radnor, PA*  
Substations Department

**2006-2008**

**Project Manager, Substations**

- Support to Iberdrola Renewables in their implementation in the US, coordinating the Transmission & Distribution area of Iberdrola Engineering. Responsible for its internal budget and the management of the contractual relationship between the parties.
- Support to Iberdrola Renewables, USA: Technical Support and Owner Engineer for Locust Ridge SS 34,5/69 kV, Top of Iowa SS 34,5/115 kV, Jordanville SS 34,5/230 kV, Locust Ridge SS II 34,5/69 kV. Scheduling support, preliminary engineering development, technical assistance at meetings with electrical utilities, construction oversight. Development of substation detailed engineering and technical specifications for Providence Heights SS, including procurement management and technical support during construction. Development of work procedures, financial management, administrative management, adaptation of standard practices and procedures used in Iberdrola Ingeniería y Construcción to the US regulations.

***Iberdrola Ingeniería Y Construcción, Madrid, Spain***  
Substations Department

**2004-2006**

**Project Engineer, Substations**

- Project management of substation projects for Iberdrola Renovables in various parts of Spain, including direct involvement in substation and control & protection engineering and site supervision.
- Project Management: Sil SS 220/20 kV extension, Chinchilla de Montearagón SS 66/20 kV, Larouco SS 132/20 kV extension.
- Development of new Projects in Poland: Kisielice SS 110/30 kV, Konieczwald SS 110/30 kV. Attendance to meetings with Utilities and technical support to Iberdrola Renovables.
- Civil and electrical engineering of the following substations: Maranchón I SS 132/20 kV, Maranchón IV SS 132/20 kV, Sierra de Dueñas SS 132/20 kV, Pedrosillo de los Aires SS 132 kV. C&P engineering of the following substation: Almansa SS 132/66 kV

***Instalaciones Y Técnicas Solares, SL, Madrid, Spain***  
Solar Energy Department

**Mar/03-Dec/03**

**Projects Engineer, Solar Projects**

- Development, engineering and project/construction management of residential solar projects (PV and thermal).
- Solar hot water and solar pool heating system in a single family house through thermal solar energy; 5 kW Photovoltaic generation plants connected to grid; Power supply through PV systems in isolated environments.

***Colegio de Ingenieros Del Icai (Engineering Association), Madrid, Spain***  
Engineering Department

**2001-2002**

**Internship**

QA/QC of high-speed railway projects (AVE Madrid-Valladolid). Preparation of ad-hoc reports and development of an internal engineering data base. Development of health and safety studies for various projects.

**Education**

Master's Degree in Industrial Engineering, ICAI (1996-2002)  
*Energy, Electrical Engineering*  
Comillas Pontifical University. Madrid (Spain)

Executive MBA in Global Energy Industry (2017-2019)  
Strathclyde Business School, Glasgow (UK)  
Comillas Pontifical University, Madrid (Spain)

***Howard A. Coon***

**Work History**

***Avangrid Networks (f/k/a Iberdrola USA, Inc.) Augusta, ME***

**2014-present**

**Vice President & Treasurer**

- Responsible for finance and treasury functions for Avangrid and its subsidiaries
  - Cash management, liquidity management, short-term funding, cash investment
  - Cash and treasury accounting
  - Long-term financing
  - Credit facilities
- Responsible for planning, forecasting and analysis of cash flow, capital structure and financial costs
- Responsible for managing banking, fixed income investor and rating agency relationships
- Responsible for regulatory matters related to financing – compliance with statute / regulation, support of rate filings
- Lead debt capital markets financings totaling in excess of \$6 billion and bank financings totaling in excess of \$3 billion

**2003-2014**

**Assistant Treasurer**

***Marical, LLC***

**2000-2002**

**Chief Financial Officer**

- Responsible for the finance and accounting function of this bio-science start-up
- Raised angel and venture stage equity capital

***Unum Corp.***

**1996-2000**

**Vice President of Planning and Corporate Development**

- Responsible for directing the corporate financial and strategic planning processes
- Responsible for identifying and executing on acquisitions and leading post-closing integration
- Primary lead on ~\$200 million of bolt-on acquisitions and junior executive lead on \$4 billion Unum-Provident merger

**1986-1996**

**Various positions within Corporate Finance**

**Education**

**MBA**, University of New Hampshire, Whittemore School of Business Economics, Durham, NH, 1991

**AB, Economics**, Bowdoin College, Brunswick, ME, 1984



***Paul A. Dumais, DSL***

**Work History**

***Avangrid Networks and Central Maine Power Company***

**2013-present**

**Director of Regulatory** – *Avangrid Networks (f/k/a) Iberdrola USA Networks*

- Oversee CMP and MEPCO annual transmission formula rate administration
- Participate in FERC regulatory items pertaining to electric transmission matters
- Participate in New England regional energy matters, including the stakeholder process of ISO-NE
- Oversee transmission service and interconnection matters at CMP
- Assist with FERC related transmission regulatory matters in New York
- Team member of MREI and other transmission development projects

**2010-2013**

**Director of Asset Management & Investment Planning** – *Iberdrola USA*

- Enhance asset management capability by developing enduring asset management processes
- Integrate investment planning function, including determining allocation of capital investment and managing actual/plan variance through-out year
- Oversee mapping and asset record functions

**2003-2010**

**Director of Regulatory Services** - *Central Maine Power*

- Responsible for state ratemaking, budgeting and planning
- Represented CMP before Maine Public Utilities Commission on revenue requirements, rates and other issues
- Responsible for oversight of the development of annual budgets and managing variances throughout the year

**1997-2003**

**Manager of Rates and Revenue Requirements** – *Central Maine Power*

- Responsible for state revenue requirement issues
- Responsible for rate design development

**1995-1997**

**Manager of Integrated Services** – *Central Maine Power*

- Participated in and oversaw negotiation of special rate contracts with CMP's larger customers and oversaw people providing support to the sales and service teams

**1980-1995**

**Various** - *Central Maine Power*

- Various positions in accounting, finance and regulation

**Education**

BS, Business Administration – University of Maine, Augusta 1982

MBA – University of Southern, Maine 1986

Doctorate in Strategic Leadership – Regent University, Virginia Beach 2014

***Gerry J. Mirabile***

<b><u>Work History</u></b>	<b><i>Central Maine Power Company, Avangrid Networks, Augusta, ME</i></b>
<b>2015-present</b>	<b><u>Manager – Programs/Projects &amp; Supervisor, Environmental Compliance Group</u></b>
<b>2013-2015</b>	<b><u>Manager – Programs/Projects, Environmental Compliance Group</u></b>
<b>1989-2013</b>	<b><u>Environmental &amp; Licensing Coordinator, Environmental Specialist, Senior Environmental Specialist, Lead Analyst - Compliance</u></b>  <b><i>Maine Department of Environmental Protection, Augusta, ME</i></b>
<b>1985-1989</b>	<b><u>Conservation Aid, Environmental Specialist II, Environmental Specialist III</u></b>

**QUALIFICATIONS**

- Thirty-two years' experience in environmental management, regulatory interpretation and administration, regulatory compliance, permitting, agency interaction, legislative work, and field studies.
- Four years at the Maine Department of Environmental Protection reviewing impacts of development proposals, conducting field studies, and educating the public.
- Twenty-eight years at Central Maine Power Company assuring compliance with laws, regulations and license conditions, working with environmental regulatory agencies, assessing and responding to legislative and regulatory proposals, supervising staff, managing programs, managing environmental contractors and obtaining Federal, state, regional and local licenses and permits, and conducting field studies.
- Experienced in a wide range of environmental issues from both the regulator and the regulated perspective.
- In-depth knowledge of Federal and state environmental laws, permitting thresholds, information requirements, approval criteria, and review processes.

**PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS**

**Environmental**

- Manage contractors responsible for preparation of Federal, state, regional, and local permit applications for capital projects (transmission/distribution lines, substations, generating facilities, service facilities, wastewater discharges, air emissions, navigational aids, submerged utilities, airport-vicinity aerial utilities). Review and edit all applications for accuracy, completeness, consistency with IUSA standards, and precedent prior to submission.

- Provide advice and recommendations to AVANGRID staff and contractors on siting and permitting issues for planned facilities.
- Present project proposals to Federal and state regulators, planning/zoning boards, city councils, and local citizens.
- Monitor, evaluate, and develop testimony and comments on proposed environmental, land use, permitting, vegetation management, chemical release, regulatory reporting, wildlife and fisheries, zoning, stormwater, underground tanks, erosion control, and waste management legislation and regulations, coordinating with AVANGRID and regulatory agency staff to assess operational and financial impacts on AVANGRID.
- Assist in obtaining CMP ISO 14001 facility certification, including developing aspects and impacts, objectives and targets for continuous improvement, standard operating procedures, work instructions, and compliance plans for environmental laws including utility location permitting, vegetation management, waste management, environmental due diligence, environmental system inspection and maintenance, revegetation, site cleanups, air emissions, PCB management, chemical release reporting, erosion minimization, cultural resource management, avian protection, third-party inspections, and stormwater/wastewater management.
- Manage CMP's Safe Drinking Water Act compliance program, conduct required sampling and arrange analyses, interpret analytical results, and develop remedial /mitigation measures as needed.
- Conduct or oversee transaction screens and Phase I Environmental Site Assessments on properties being purchased or sold by AVANGRID to evaluate baseline environmental conditions.
- Develop and implement oil and chemical release response, reporting, cleanup and documentation procedures, and train field personnel.
- Work closely with all levels of AVANGRID's environmental, engineering, technical, and facility staff to identify and resolve environmental and regulatory issues.
- Identify appropriate inspectors, oversee third-party inspector (3PI) contracts, and review and respond to all third-party inspection reports for large AVANGRID capital construction projects.
- Developed field study plans; conducted water quality, fishery and wildlife studies; drafted, edited, summarized, and presented study results to CMP management and regulators as part of FERC relicensing of hydropower projects. Recommended operational changes to mitigate environmental impacts.
- Recognized and rewarded for management of all Federal, state and local license and permit transfers as part of CMP generation asset sale to FPL Energy.
- Coordinate with USFWS and non-profits on New England Cottontail and American Kestrel survey and enhancement efforts on CMP transmission line rights of way.
- Manage licensing of CMP's commercial hazardous waste (PCB) storage facility (NASC), the first in Maine.
- Co-manage CMP's underground petroleum storage tank program, ensuring operational status and compliance with pertinent regulations.
- Conduct joint, multi-media environmental audits of AVANGRID facilities.

### **Communications & Regulatory**

- Drafted and submitted to regulatory agencies, numerous summaries of environmental studies conducted in support of FERC and other Federal, state, regional and local permit applications.
- Represent CMP before Maine Legislature's Environment and Natural Resources Committee, develop and deliver expert testimony on permitting, wastewater licensing, toxic use reduction, oil spill reporting, PCB's, stormwater management, wetlands, and wetlands mitigation legislation.
- Represent CMP on Maine State Chamber of Commerce Environmental and Energy Policy Committee.
- Represented CMP on DEP's Long Creek Watershed Restoration Project.
- Represented CMP on recent task force to develop vegetation management BMPs for linear projects.
- At the Maine Department of Environmental Protection, communicated environmental and licensing requirements of various land and water use and development proposals to license applicants.
- Communicate often with Federal, state and local regulators, representing AVANGRID's interests, pursuing approvals, and clarifying compliance requirements.
- Drafted, reviewed and edited numerous articles published in CMP's weekly "Update" internal newsletter on a variety of environmental issues.
- Train AVANGRID project managers, engineers, field staff, and managers on greenhouse gases, licensing and permitting, erosion control, treated wood management, tanks management, SF6 gas management, ozone-depleting substances and greenhouse gases, EPCRA/SARA, facility decommissioning, and oil spill response, reporting and documentation.

### **Education**

Husson University, Bangor, Maine  
*Master of Business Administration (MBA), 2013*  
*Master of Science in Business (MSB), 2000*

Johnson State College, Johnson, Vermont  
*Bachelor of Science in Ecology (BS), 1984*  
Recipient, 1984 Departmental Award for Excellence in Ecology

***Angel Aparicio Martin***

**Work History**

***Avangrid Networks (f/k/a Iberdrola USA, Inc.) Rochester, NY***

**2016 - present**

**Director Special Projects, Engineering Services**

- Scope of Role
  - Ginna Retirement Transmission Alternative Project (GRTA, \$150M) management.
  - Rochester Area Reliability Project (RARP, \$290M) management.
  - BES (Brightline \$200M) management.
- Main Responsibilities
  - Manage GRTA, RARP, and BES portfolios, providing leadership with objectives of timely and cost effective completion.
  - Prepare plans and budgets for those large portfolios. Monitor progress against plans and report to Vice President (Ellen Miller).
  - Manage a budget portfolio of \$2,450M.
- Remarkable achievements
  - GRTA portfolio Management, with investment plan of \$ 145M in a clear delayed situation, with just 12 months ahead to complete the portfolio, (April 2016 - March 2017):
    - Procurement process Management: \$40M in a period of 3 months.
    - 2016 investment plan accomplished; \$95M.
    - Project completion, March 2017, as requested, under budget.

**2015 - 2016**

**Manager IIC. Managing Iberdrola Investment Planning Portfolio**

- Simultaneous leadership of third-party team and Iberdrola Spain investment plan team.
- Compliance with the investment plan exceeding the annual production and profit targets by around 20%.
- Systematization of the use of MS-Project.

***Iberdrola Engineering Project, Rochester & Binghamton, NY***

**2012-2015**

**Manage IUSA Investment Planning Networks Portfolio**

- IEP team development and leadership, managing the IUSA investment plan.
- Design and implementation of projects' management protocols, procedures and tools such as MS-Project and 3P. Tools currently used by IUSA.

**2007-2012**

**Country Manager East-Europe, Network & Business Development**

- Opening of New Iberdrola Ingeniería y Construcción headquarters in Bulgaria and Romania.
- T&D project management with budget above 40M €. Projects completed with profits of 3 and 4% above the plan.
- Prospecting for Business Development.
- First EPC Wind Farm Project, IIC awarded, Romania, Chirnogeni, 115M€
  - Iberdrola Ingeniería was awarded in Romania with the first wind farm project including the wind turbines (EPC model). Project Completed according to the plan in terms of time schedule and costs.

**2005**

**Testing & Commissioning**

**ST La Laguna 115 kV, CCC La Laguna, México.**

- ST La Laguna Testing & Commissioning, Torreón, México. Period of completion of 10 weeks. Management Team of 15 Engineers and Technicians. Strategic project for Iberdrola Generación México and Iberdrola Ingeniería.

**2002-2007**

**Plan Madrid Portfolio, Construction and Project Management**

- Management of reconstruction, dismantling, electromechanical works as well as testing & commissioning for the main substations (132, 220 y 400 kV) in the city of Madrid, Spain.

**Education**

Master Degree in Engineering, Alfonso X El Sabio University, Madrid  
Executive-MBA, Simon Business School, Rochester University, New York

***Rocio Cobo Chaparro***

**Work History**

***Avangrid Networks, Rochester, NY***  
**Lead Engineer – Electric System Engineer**

**Feb 2017**

**Engineering & Delivery Special Projects**

**May 2016**

**E&D Electric Capital Delivery Rochester Gas & Electric Projects**

**Jan 15/May 16**

**Project Management Office Lead Rochester Gas & Electric Projects**

***Iberdrola Energy Projects, Rochester, NY***

**Feb 2014/Jan 2015**

**Responsible for the Project Control Team**

**Jan 2012/Feb 2014**

**Cost Analyst & Scheduler for New York State Electric & Gas  
Projects**

***Iberdrola Ingenieria Y Construcción, Madrid, Spain***

**Jun 2011/Jan 2012**

**Responsible for the Project Control team LEILAO (Brazil)**

**Mar 2011/Jun 2011**

**Project Control of the Combined Cycle Power Plant 1+1 based  
in Poland Offer**

**Jun 2006/Mar 2011**

**Responsible for the Project Control Team Iberdrola's Tower -  
Spain**

**Dec 2005/May 2006**

**Analyst on the Cost of Thermal Generation Project**

**Nov 2004/Dec 2005**

**Project Control of Wind Farms, Substations and Networks (Spain)**

**Education**

PMP Exam Preparation Course (10/6/2016)  
Alfonso X el Sabio University of Madrid, Bachelor of Civil Engineering  
Technical University of Madrid, Bachelor of Technical Engineering In  
Public Works, (Civil Construction)

***James C. McCabe***

**Work History**

***Central Maine Power Company, Augusta, ME***

**Dec 2015/ Present**

**Principal Engineer, System Protection**

- Responsible for developing protective relay standards and practices at all voltage levels; responsible for developing engineer training programs; responsible for providing support to Operations, Maintenance, Planning, Project Management, and other organizations on issues relating to system protection.

***Southern California Edison (SCE)***

The United States' 2<sup>nd</sup> largest electric utility, serving over 14 million customers in Southern California.

**2008 – 2011**

**Manager, Protection Engineering & Substation Automation Development**

- Responsible for ensuring a key component of the reliability of the SCE electrical grid by managing an organization responsible for engineering systems designed to protect equipment and prevent cascading outages.
- Responsible for the development, design, and production of SCE substation automation systems.
- Responsible for maintaining compliance with all regulatory requirements, including NERC, FERC, and WECC reliability requirements.
- Provide daily support to Operations and Grid Control Center by providing technical support for various system disturbances.
- Provide technical support to various internal organizations, including Law, Project Management, Field Engineering, Test, and various Engineering organizations.
- Act as SCE representative to WECC working group responsible for developing various regional based regulatory criteria.
- Manage capital, O&M, and overhead budgets.
- Manage resources to support schedule and quality for hundreds of capital substation and transmission projects each year, as well as provide critical daily operational assistance to various operations organizations.
- Evaluate and redesign processes and procedures as necessary to improve efficiency and quality.



- Ensure development of standards to support schedule and quality for numerous, concurrent projects using less experienced resources.
- Identify, develop and manage external contract resources.
- Collaborate and integrate processes with other organizations.
- Develop workforce in an environment of heavy workload and insufficient resources.

#### **Accomplishments**

- **QA Process Analysis & Redesign:** Analyzed existing substation automation system design and manufacturing processes & procedures, and developed and implemented a complete redesign to improve quality, speed and efficiency. This innovative “Do it right the first time” program required comprehensive development, expansion and ongoing management of budget, workforce, scheduling, and quality assurance processes. It also required close integration, and achieving participation and buy-in with SC&M, Grid Operations, and other internal organizations, as well as the identification, integration and training of vendors to ensure their active support of the process. In addition, I successfully identified and addressed the embedded cultural and organizational issues which accompany the introduction of significant organizational and/or process-related changes. This included re-tasking already overloaded personnel and vendors, developing a scheduling process and capabilities, getting buy-in from all participants for the new process, and re-organizing the Protection and Automation group for maximum collaboration and efficiency. The program has been highly successful, and has begun producing significant results much sooner than anticipated.
- **Workforce Development:** Rebuilt and developed a workforce which had lost most of its technical leadership. Successfully recruited five of the most highly qualified and respected Protection and Automation Development Engineers available.
- **Team Building:** Made major progress in joining the Protection and Automation groups into a single, cohesive team, working towards the same goals in a common, well defined process. Used selective co-location of technical leadership, as well as various coaching, process ownership and buy-in techniques.
- **Workforce Development:** Effectively managed staffing by actively re-assigning nine engineers to other organizations which more closely match their skills and talents. This resulted in a significant improvement in morale and efficiency.
- **Working Relationships:** Significantly improved working relationships with other organizations (including SC&M and Grid Operations) and group’s overall standing in the company, based

upon ongoing positive feedback from multiple organizations. This includes improved after hours support, improved field support, and improved ongoing communications with other organizations.

- **Safe, Reliable & Efficient Infrastructure Design:** Took initiative to design and implement a major, six month, \$600,000 initiative to develop comprehensive protection and automation standards, which ultimately became a major contribution to the corporate Wires Investment Strategy Efficiency Review (WISER) initiative. These standards also provide a basis for safe, reliable and efficient infrastructure designs in the future, using a less skilled workforce.
- **Regulatory Compliance:** Successfully managed and met all regulatory requirements, as evidenced by findings of “fully compliant” in a comprehensive 2009 corporate NERC audit. Also made significant improvement in the Protection & Automation group’s compliance culture.
- **Resource Management:** Ensured adequate future resources by identifying and eliciting support for relay settings and designs from multiple external contractors.
- **Ethics and Integrity:** Demonstrated strong ethics and integrity by initiating a recommendation to self report a regulatory non-compliance issue
- **Advanced Technology Initiatives:** Successfully managed the Protection and Automation organization’s contribution to meet schedules related to a number of wind/renewable generation projects, which accommodate significant new load from renewables. Also managed the Automation group’s ongoing key role in development of automation advanced technology initiatives, which will play an integral role in the integration of Smart Grid technologies.
- **Workforce Managing & Coaching:** Successfully managed, coached, and developed Supervising Engineers during transition from Lead to Supervising Engineer positions; coached engineers into a culture of regulatory compliance; coached engineers through a challenging period of insufficient resources and extremely heavy workload; coached engineers through the cultural change associated with a new QA process.
- **Workforce Development:** Actively participated in the development of a curriculum for the Supervising Engineer training.
- **Safety:** Designed and implemented a comprehensive, first of its kind, lab safety program for SCE, contract engineering, and site maintenance personnel.
- **Organizational Improvement:** Developed a long term organizational improvement plan comprised of 16 major

initiatives, and after 18 months completed, or nearly completed all of them.

## 2003 –2008

### **Manager, Substation Projects Engineering** (including Added Interconnection Facilities Engineering and Substation Automation Projects Engineering)

- Responsible for the safe and reliable electrical engineering and design of Edison's substation and Added Interconnection Facilities, and managing approximately \$10 million per year of external contract engineering/design resources.
- Responsible for managing capital, O&M, and overhead budgets.
- Manage resources to support schedule and quality for hundreds of capital substation and transmission projects each year.
- Evaluate and redesign processes and procedures as necessary to improve efficiency and quality.
- Ensure development of standards to support schedule and quality using less experienced resources. Identify, develop and manage external contract resources.
- Collaborate and integrate processes with other organizations.
- Develop workforce in an environment of heavy workload and insufficient resources.

### **Accomplishments**

- **Quality Assurance Process Analysis/Redesign:** Developed and implemented a first of its kind, comprehensive Quality Assurance program in Substation Projects and Added Interconnection Facilities Engineering. The plan, based upon the philosophy of "Do it right the first time" served as the basis for similar plans subsequently developed in other organizations within Engineering. The plan was the result of the study and implementation of components of "best in class" programs within the industry, such as Sargent & Lundy's corporate-wide QA program, as well as lessons learned from root cause analyses of numerous past projects.
- **Contractor Management:** Significantly improved working relationships with design contractors, and moved from punitive performance metrics to a root-cause based quality improvement approach.
- **Standards Development:** Developed and staffed a Senior Standards Engineer position to focus on design standards development, which allowed the group to perform complex design work in an environment of extremely heavy workload, using a less skilled and contract workforce.
- **Workforce Development:** In response to a lack of training budget, designed and implemented an internal "learn to train"

program where individuals would research a topic and provide training to others. Also implemented a highly successful voluntary “brown bag” training program.

- **Resource Management:** Successfully managed technical and contract resources to meet cost, schedule and quality goals for the first 500kV transmission substation facility designed and built by SCE in 25 years, as well as hundreds of other substation-related projects.
- **Standards Process Redesign:** Played a key role in redesigning the joint Engineering-SC&M substation standards and design process, including the mechanisms for efficiently integrating field feedback into the design standards process.
- **Resource Management:** Performed a complete re-evaluation of the portfolio of engineering/design contract resources, and shifted the portfolio from primarily local resources to those large, industry recognized firms with a broader industry experience and broader resource pool. This allowed the organization to benefit from a more standardized industry perspective, innovative quality and process techniques, and a higher level of technical and industry expertise. It also better prepared the organization for the major increase in upcoming workload, as well as a lack of internal technical resources.

## 1996 –2003

### Manager, Protection Engineering and Studies

- Responsible for ensuring a key component of the reliability of the SCE electrical grid by managing an organization responsible for engineering systems designed to protect equipment and prevent cascading outages.
- Provide daily support to Operations and Grid Control Center by providing technical support for various system disturbances.
- Provide technical support to various internal organizations, including Law Department, Project Management, Field Engineering, Test, and various Engineering organizations.
- Act as SCE representative to WECC working group responsible for developing various regional based regulatory criteria.
- Manage capital, O&M, and overhead budgets. Manage resources to support schedule and quality for hundreds of capital substation and transmission projects each year, as well as provide critical daily operational assistance to various operations organizations.
- Evaluate and redesign processes and procedures as necessary to improve efficiency and quality.
- Ensure development of standards to support schedule and quality using less experienced resources. Identify, develop and manage external contract resources.

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- Collaborate and integrate processes with other organizations.
- Develop workforce in an environment of heavy workload and insufficient resources.

**Accomplishments**

- Acted as SCE representative to WSCC Relay Work Group. Provided expertise to other utilities in support of a more reliable Western US power grid, as well as direction to the development of the WSCC RMS standards, the predecessor to the present industry-wide mandatory NERC regulations.

**1988 – 1996**

**Senior Protection Engineer**

- Responsible for developing protective relay standards at all voltage levels and developing engineer training programs.

**Accomplishments**

- Developed numerous design standards to assist less skilled workforce to perform highly technical work with high quality, and within project schedules.
- Developed training programs and provided training for engineers in various technologies, including protective relaying, communications, disturbance analysis, etc.
- Developed numerous application/training notes to assist and train engineers and Test personnel.
- Acted as technical expert in support of various internal and external organizations.

**1995**

Team member, Substation Automation Strategic Sourcing project; responsible for developing the RFP, doing the initial design, and ultimately recommending a single supplier for an innovative, first of its kind automation system, presently used on the Edison system.

**1984 – 1988**

**Engineer, Advanced Engineering**

- Responsible for conducting advanced engineering analyses of issues associated with the operation of the electric power system, such as sub synchronous resonance, switching transient, failure analysis, etc.

**Accomplishments**

- Became company expert in performing various advanced technical studies.
- Performed analysis of potentially damaging interactions between SCE generation and a high voltage, direct current transmission link between LADWP and the Intermountain Power Project in Utah.
- Performed numerous technical studies to analyze switching transients, equipment failure, and to respond to design questions

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such as series capacitor MOV design, shunt capacitor configuration design, etc.

- Performed root-cause analysis of underground equipment corrosion in system distribution structures.
- Performed planning study for electrical service to the Mount Wilson radio transmitter facilities.

**1980 –1984**

**Protection Engineer**

- Responsible for setting and monitoring all protective relaying systems (4kV to 500kV) within a geographical area of the Edison system.

**Accomplishments**

- Provided daily technical support to Operations and Test personnel.
- Provided relay settings for distribution, sub transmission, and transmission protection systems.
- Performed protection system design for numerous transmission and substation related projects.
- Provided after hours disturbance analysis support to Operations and Test.
- Attended Test Technician Training School.

*Long Island Lighting Co., New York*

**1978 –1980**

**Substation Maintenance Engineer**

- Responsible for developing and maintaining testing programs for major substation equipment (transformers, breakers, etc.) and performing equipment failure analyses.

**Accomplishments**

- Became company expert in Double power factor testing.
- Developed spare parts database for substation equipment.
- Developed substation capacitor testing procedures.
- Performed internal inspections of various substation transformers following internal damage.
- Responsible for ensuring a key submarine, oil filled cable remained in service following damage; responsible for working with vendor and local maintenance technicians to ensure constant flow of heated, evacuated oil during repairs.

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**Education/Training**

Bachelor of Science in Electrical & Computer Engineering; Clarkson College of Technology (1978).

Project Management; UC Irvine (1998-1999)

Numerous Edison Supervision/Management classes (eg, Managing Within the Law, Conflict Resolution, Teamwork, Customer Service, Performance Management, etc.)

## ***Constantino Alvarez Espinosa***

### **Work History**

***New York State Electric and Gas Corporation, Binghamton, NY***

**2014-present**

#### **Construction Manager**

- Responsible for the construction management of transmission lines and substation projects in New York State.

***Iberdrola Energy Projects Inc. (USA)***

**2012-2014**

#### **Construction Manager**

- Responsible for the construction management of transmission lines and substation projects in New York State.

***Iberdrola Ingeniería y Construcción S.A.U. (Spain)***

**2009-2012**

#### **Assistant to Project Manager**

- Responsible for the management of 220 kV transmission lines projects in provinces of Murcia and Alicante

***Iberdrola Ingeniería y Construcción México S.A. de C.V. (Mexico)***

**2005-2009**

#### **Project Manager**

- LT Bii Nee Stipa—Juchitán II, LST Martínez de la Torre Entq. Martínez de la Torre—Gutiérrez Zamora.  
Responsible for the management of the project.

#### **Assistant to Project Manager**

- LT 706 104 SLT Sistemas Norte (2<sup>a</sup> fase)  
Giving support to different activities related to project management.

#### **Project Engineer**

- LT 903 Cabo Norte; LT 710 Red Asociada a Altamira V; LT 807 Durango—Torreón”  
Electromechanical design of transmission lines.

***Techint S.A. de C.V.” (Mexico)***

**2001-2005**

#### **Specialist Engineer**

- LT 407 Anáhuac Potencia—El Potosí; LT 411 Sistema Nacional; LT 409 Manuel Moreno Torres; LT 506 Saltillo—Cañada; LT 609 Noroeste Occidental.  
Electromechanical design of transmission lines, giving support to the structural and civil areas.



***ICA; Ingenieros Civiles Asociados S.A. de C.V. (Mexico)***

**2000-2001**

**Structural Engineer**

- Performing concrete elements pre-design, supervision on their fabrication, erection and pre-stressing.

***ICA Construcción Civil***

- Responsible for engineering duties in site work.
- Work site designs, coordination of quality laboratory and surveying activities.

***Grupo SAGMAC—Cordina” (Mexico)***

**2000-2000**

**Construction Supervisor**

- Supervising works related to natural gas projects.

***Bufete Industrial” (Mexico)***

**1998-2000**

**Structural Engineer**

- Foundation design, steel and concrete structures design.

***Forta Consulting” (Mexico)***

**1998-1998**

**Project Auxiliary**

- Bidding, material quantification and drafting.

***Construcción Diseño e Ingeniería” (Mexico)***

**1997-1997**

**Work site Supervisor**

- Responsible for the supervision of different buildings construction.

***Consultores Mexicanos en Proyectos de Ingeniería” (Mexico)***

**1994-1994**

**Work site Supervisor Assistant**

- Assisting the supervisor with different construction task processes.

**Education**

Instituto Politécnico Nacional (Mexico City)  
*Bachelor Degree in Civil Engineering – 1998*

***Rita I. King***

**Work History**    ***AVANGRID Networks***

**2016-present**    **Director, Business Development**

- Responsible for market intelligence and other aspects of development of transmission projects in response to New England Clean Energy goals and other business development initiatives in line with AVANGRID business growth plan.

***UIL Holdings Corporation***

**2013-2016**    **Senior Director, Business Services**

- Responsible for business service functions for the Customer & Business Services Division of UIL Holdings.
- Responsible for the Divisions strategic planning, metrics/key performance indicators, project & process management, business, financial, budgets, and customer service analytics.
- Responsible for benchmarking, process improvements and establishing, maintaining, and Exec level reporting of the Divisions dashboards, goals, key-performance indicators, including financial performance.
- Manage Business Services team of eleven (11) full time employees/positions.

***The United Illuminating Company***

**2009-2013**    **General Manager, GenConn Energy LLC**

- Responsible for managing joint venture partnership between United Illuminating and NRG Energy which was formed to develop, construct and operate 400MW of fast start peaking generation, with a total capital investment of approx. \$500MM thru a 30-year cost of service contract.
- Responsible to coordinate UI's duties under the administrative services agreement including treasury, accounting, financial records, auditing, income statements, budgeting, financial modeling, regulatory and accounts payable functions as required under all GenConn agreements.
- Responsible for managing, influencing and leveraging a positive relationship with partners to perform all activities required to fulfill all contractual, compliance and regulatory obligations.
- Responsible for ensuring that Devon and Middletown facilities achieved commercial operation as mandated under the PURA's contract for differences (CfD).
- Responsible for all construction and operational metrics reporting at UI level.
- Responsible for annual management and strategic planning of all regulatory rate proceedings, compliance filings, dockets, and other matters concerning the PURA, ISO and FERC starting with the 2009 rate case submittal.
- Represented GenConn in all matters involving government officials, state agencies, legislators, local municipal governments, industry groups and other stakeholders.

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Regularly interfaced and presented to UI senior management and UI/UIL Board of Directors.

**2006-2009**

**Director, Strategic Account Services**

- Director level responsibilities for a diverse team of ten (10) account managers in providing high quality customer service to 650 of UI's largest commercial, industrial and municipal customers.
- Implementation of robust, balanced account strategies; collaborative demand response, energy efficiency and construction project management. Spearhead efforts to resolve customer issues elevated by the account managers to the satisfaction of the client while maintaining UI revenue.
- Responsible to resolve customer issues stemming from regulatory and legislative arenas including net-metering, customer owned substations, energy improvement districts, EG/DG program requirements, alternate supplier complications, electric system process improvements, Data Center project sponsorship and municipal issues including collections efforts.
- Project Sponsor streetlight head replacements in 4 towns in 3 years resulting in the replacement of approximately 22,000 streetlight heads.

**1988-2006**

**Various positions within The United Illuminating Company:**

- Core Process Manager, Client Services (2004-2006)
- UI Economic Development Specialist (2001-2004)
- URI/UCI Business Analyst (1999-2001)
- Xcelecom Project Manager (1997-1999)
- DPUC Compliance Engineer & Transmission Planning Engineer (1988-1993)

**Education**

MS, Marketing, Rensselaer at Hartford, (formerly Hartford Graduate Center), Hartford, CT 1990

BS, Electrical Engineering, Worcester Polytechnic Institute, Worcester, MA 1988

***Teresa M. Bradford***

**Work History**    **Avangrid Service Company**

**2012-present**    **Director – Non-Utility Business**

- Responsible for Partnering with business area leader to direct and identify business development and growth opportunities.
- Responsible for evaluating potential business transactions by analyzing market position, historical and forward looking financials, risk factors and competitive environment.
- Responsible for development of models that can be used for project evaluation
- Responsible for analysis and evaluation of various financial aspects of opportunities with a focus on identifying areas which will make Avangrid more competitive
- Responsible for being the chief lead of all of Iberdrola USA's non-utility businesses including strategic planning, operations, contract management, developing financial and operational targets.

***The Energy Network, Inc. (a subsidiary of Avangrid)***

**2005-2012**    **Vice President & Controller**

- Responsible for oversight of all accounting functions for Non-Utility Companies
- Responsible for Sarbanes Oxley compliance

**2004-2005**    **Financial Reporting Manager**

- Responsible for preparation and review of monthly reporting packages including consolidations and fluctuation analysis

**1998-2004**    **Various Positions**

**Education**

BS, Accounting – Binghamton University, 1996