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### **Project Manager:**

An experienced PM in fast paced electric transmission construction, moving with all deliberate speed under all conditions on projects as well as on a mountain bike. Strengths in collaborative communication, negotiating, financial, and legal/technical drafting to keep team members connected, on common ground, and to reduce legal expenses. 24 years in electric utility arena covering PM, regulation, wholesale market design, and representing others.

## **PROFESSIONAL EXPERIENCE**

### ***Project Manager***

Vermont Electric Power Company

September 2007 to Present

366 Pinnacle Ridge Rd, Rutland, VT 05701

#### **Achievements:**

- Responsible and accountable for multiple simultaneous transmission expansion projects through their lifecycle: initiation, planning, execution, scope/cost/schedule control, and closeout. Led multiple teams to address planning criteria, engineering design, public outreach, cost & risk, stakeholder relations/agreements, regulatory approvals, procurement, environmental aspects, construction and commissioning of the projects. Maintained communications at multiple levels both internal and external at a company during extraordinary capital growth.
  - East Avenue Loop (\$36m, \$6m under): 4.6 mi. 115 kV line and substation additions completed under budget with an extensive public engagement process that satisfied stakeholders and significantly reduced regulatory approval time and cost.
  - Taft Corners Phase II (\$9m, \$2m under): 115/34.5/12 kV substation adds.
  - Lyndonville (\$15m, \$4m under): 115/34.5 kV substation completed on an advanced schedule (6 mo. regulatory approval, 9 mo. construction) creating savings.
  - New Haven (\$210k): 345/115/46 kV substation adds.
  - Middlebury (\$591k): 115/46 kV substation adds.
  - Jay (\$17m, \$4m under): 115/46 kV substation with regulatory prep. compressed to half the time.
  - KCW (\$184k): 2 mi. 46 kV line reconductoring.
  - K35 (\$2m): 115 kV emergency line repair.
  - Shunt Reactors: (\$20m, \$2m under) 345 kV adds to 3 substations.
  - Bennington: (\$28m, \$6m under) 115/69/46 kV new substation.
  - PV20 Submarine Cable Replacement: 1.7 mi. 115 kV line replacement and removal.

### ***Project Lead***

Vermont Electric Power Company

September 2006 to September 2007

366 Pinnacle Ridge Rd, Rutland, VT 05701

#### **Achievements:**

- Collaboratively managed transmission project development, public and stakeholder involvement efforts, certificate of public good proceedings, and permitting issues:
  - Scheduled/scoped deliverables/resources, presented project in public/private discussions addressing impacts/concerns, and coordinated project planning/development among parties and witnesses.

### ***NEPOOL Market Operations Liaison***

Vermont Electric Power Company

November 2000 to September 2006

366 Pinnacle Ridge Rd, Rutland, VT 05701

#### **Achievements:**

- Represented electric market interests of company and Vermont electric utilities before NEPOOL committees and ISO-NE (e.g. ISO-NE priorities, wholesale market design changes, financial settlement implications, market/transmission rules, procedures, and Open Access Transmission Tariff changes):
  - Wrote summaries of issues, open discussions, and presentations to VT utilities, VELCO staff, regulators, and independent power producers to guard against unexpected market issues or outcomes.
  - Collaborated with VT utilities and other New England electric firms, developed consensus positions, formulated strategies and corresponded/made filings with NEPOOL, ISO-NE, &/or the FERC.
  - Developed unambiguous rules, procedures, & practices beneficial to VT utility interests by collaborating with ISO-NE staff in Markets, Operations, and Planning departments.
- Provided transmission Project Managers with market pricing, generation, DSM analysis and testimony regarding potential reliable alternatives to transmission projects; bid solicitation/evaluation, management of subcontracted work, & regulatory responses.
- Managed/participated in VT Public Service Board dockets regarding coordinated least cost planning for VT transmission system:
  - Collaboratively negotiated mediated settlement among multiple electric utilities and others minimizing legal expense; 18 months, 113 item MOU on new comprehensive & transparent statewide transmission planning process <http://www.vermontspc.com>
  - Presented text for 2005 Act 61 to the VT legislature regarding transmission IRP planning.
- Educated VT utilities, regulators, and VELCO departments and resolved NEPOOL/ISO-NE operational and financial issues from changes in market rules, operating procedures, and practices.
- Formulated new Power Accounting business and settlement processes from changes in the NEPOOL/ISO-NE markets and software.
- Led and supported cross departmental team improving Customer Relations by developing key contact program and socializing survey feedback.

**Senior Analyst**

Vermont Electric Power Company

August 1997 to November 2000

366 Pinnacle Ridge Rd, Rutland, VT 05701

**Achievements:**

- Supervised changes to the Power Accounting processes in moving from a cost based own-load financial settlement system to a market based system for the VT electric distribution utilities. Controlled quantity of new process while meeting billing deadlines:
  - Led process redevelopment; identified new workload issues and resolutions, streamlined processes, updated procedures.
  - Developed/implemented new, more efficient ways of processing data.
- Represented VT in New England Power Pool committees; communicated results & impacts, and provided training to VELCO and VT distribution utilities, on new market participation, rules, procedures, processes and settlement implications.
- Coordinated operational changes and devised procedures, due to the NEPOOL markets, with VELCO Operations and with the VT utility generation operators.

**Director of Planning & Regulation**

Washington Electric Cooperative

September 1995 to August 1997

P.O. Box 8, East Montpelier, VT 05651

**Achievements:**

- Traded electricity short term in NE, NY, HQ, & OH markets, creating significant savings.
- Directed procurement and marketing of power supplies & transmission:
  - Supervised and trained power marketing/accounting personnel.
  - Analyzed of generation & transmission costs and constraints.
  - Evaluated transactions, negotiated and wrote contracts.
  - OASIS and contract transmission reservations, and inter-control area scheduling.
  - Gained BOD and regulatory approval for long term transactions.
- \$3.5m electricity portfolio optimization and transaction management:

- Hourly dispatching, costing, and B.I.P. balancing of 12 sources with hourly production costing software.
- Administered contracts & negotiated adjustments/extensions.
- Managed risk of G&T contingencies and source interactions: Diversification of sources, paths, and contracts.
- Directed & implemented company financial & strategic planning/forecasting.
- Principal company liaison with regulatory agencies, counsel, & other utilities.
- Coordinated & gained acceptance of financial borrowing, rate increase/design filings, with minimal litigation.
- Interpreted FERC rules & managed compliance.

***Utility Resource Planner***

Washington Electric Cooperative

July 1991 to September 1995

P.O. Box 8, East Montpelier, VT 05651

**Achievements:**

- Planned, budgeted and optimized costs of 12 source & DSM portfolio.
- Procured and marketed power supplies and transmission: Hourly to multi-year.
- Hourly generation software dispatch: operations & interchange accounting/billing.
- Evaluated financials of power supply & demand resources; general ledger balancing.
- Prepared and presented rate increase, rate design, and Integrated Resource Plan regulatory filings.
- Analyzed and forecasted financial and statistical impacts.
- Represented Cooperative with other organizations.
- Led and built consensus among staff, board members, and regulatory agencies.

**EDUCATION & RELATED TRAINING**

- University of Vermont, Burlington, VT: *B.S., Finance*, School of Business, 1991.
- Burlington Electric Department, Burlington, VT:
  - Power trading, pool operations, portfolio modeling, & accounting training, 6 mo. 1991.
- University of Nebraska and NRECA: Management Internship Program Graduate, 1996.
  - Intensive 6 weeks of: Management, restructuring, strategic/financial planning, negotiating, bilateral contract law, system engineering & TQM.
- American Public Power Association courses: Cost of Service Allocation, & Retail Rate Design
- Numerous seminars on: bulk power markets, power derivatives, & restructuring.
- Various research and numerous dialogues with industry professionals and professors.
- Attendance & discussion at countless meetings with New England market participants and ISO-NE staff.
- Training in personality typing, management styles, and balanced team building.
- PMI Project Management Training, 2008 & 2012.

**PROFESSIONAL AFFILIATIONS**

- Project Management Institute (PMI) and Champlain Valley Chapter Member since 2007.
- Vermont Mountain Bike Association board member and partner/volunteer coordinator since 2008.
- National Ski Patrol Member, Volunteer Ski Patroller, Mad River Glen Cooperative since 2014.