

Summary

David Adams is a partner in ScottMadden's energy practice, and for more than 25 years, he has consulted extensively with clients across North America. Over the course of his career, David has program managed the build-out of several large infrastructure projects, led multi-year technology implementations, supported rate and regulatory filing processes, guided numerous business planning and strategy engagements, advised clients on business process and information technology (IT) delivery model improvements, and managed the delivery of software and services through offshore service providers. Prior to joining ScottMadden, he was vice president of global delivery for a leading provider of outsourced technology services to the energy industry. He has also consulted for both Xansa and Navigant Consulting where he specialized in energy industry restructuring and the transition to competitive energy markets. David started his career with FirstEnergy where he held marketing and sales management roles. He earned a B.B.A. in marketing from Eastern Michigan University and received an M.B.A. from the Weatherhead School of Management at Case Western Reserve University.

Areas of Specialization

- Transmission and Distribution
- Program and Project Management
- Rates and Regulation
- Strategic Assessment and Planning
- Technology Selection and Implementation
- Program Design and Implementation

Recent Assignments

- Program managed the design and construction of a \$100 million campus to provide a new "hub" for a client's facilities, supply chain, transportation, and transmission and distribution business units. Served in an advisory capacity to the client's program manager, providing subject matter expertise on large capital project management practices and ensuring adherence to schedule and budget
- Facilitated a strategic planning engagement for client's real estate and facilities organization; developed a roadmap for optimizing the portfolio and reducing operating costs considering post-pandemic work models, facility age, and condition
- Program managed the construction of primary and backup transmission control centers required to manage real-time operations of a client's new transmission system. Facilitated an integrated approach to planning and execution across independent work streams, including engineering, procurement, construction, technology, operations, and compliance
- Completed an assessment and provided strategic options for "right-sizing" a transmission utility's operations technology (OT), IT, real-time operations, and compliance organizations. Recommendations were provided based on target state span of control, workload balance, and emergent project work
- Led an audit of a client's engineering and construction management practices to identify control gaps and risk points within key operational processes. Identified improvement opportunities and provided recommendations for addressing deficiencies and strengthening controls and oversight
- Provided expert support and developed recommendations for improving a company's real-time distribution operation functions, considering greater penetration of automation and staff skills required to manage technology advancements
- Prepared a feasibility study and strategic roadmap on behalf of a transmission utility to evaluate options for constructing control centers to manage independent transmission assets spread across multiple ISOs/RTOs. Drawing on regulatory and local construction market data, a final report was developed to highlight costs, benefits, and risks associated with various alternatives
- Led an audit of a client's procurement, sourcing, and contract management practices to identify control gaps and risk points for mitigation. Provided recommendations for addressing gaps and improving controls/oversight of critical practices
- Program managed a multidimensional supply chain transformation initiative for a major electric generation utility to improve effectiveness and efficiency of asset management, strategic sourcing, materials management, contract management, supplier quality, and employee development practices
- Program managed rate case and regulatory filings for a client's electric, gas, and steam business units; drafted witness testimony, conducted quality reviews of rate filing documentation, reconciled budgets and cost-of-service models with funding requests, and managed regulatory filing project schedules and delivery adherence

- Developed written testimony for a client's advanced metering infrastructure witness panel in support of a recent electric and gas rate case filing with the New York Public Service Commission
- Program managed the development of the governance framework required to manage a portfolio of projects supporting the client's role in New York's Reforming the Energy Vision (REV) program; provided strategic guidance on distributed system platforms and integration of distributed energy resources
- Prepared written testimony in support of a transmission utility's rate case to demonstrate the reasonableness of client's operation and maintenance (O&M) and administrative and general (A&G) expenses
- Completed a current state assessment and benchmarking study of a client's transmission O&M and A&G costs in order to provide third-party validation of the need and prudence of these investments in support of a pending transmission cost-of-service rate filing
- Led a program to develop transmission operations and critical infrastructure protection policies and procedures and supported the company's NERC compliance certification process
- Led a program to stand up operations and support technologies for a new electric transmission company; evaluated requirements and facilitated a vendor review and selection process for a new energy management system, SCADA system, and telecommunication infrastructure; developed the management model used to provide implementation and production support for real-time operations, information security, and telecom services
- Program managed a merger integration initiative that included leading a program of 10 independent work streams responsible for critical functions, including real-time operations, information management and security, asset management, and engineering and planning; reviewed the portfolio of technology solutions of both companies and provided recommendations on options for standardization and consolidation
- Led an assessment of a client's IT project management and delivery capabilities for functional areas, including information security, application development, IT infrastructure, and IT strategy and operations; established a current state baseline of IT organization behaviors and practices through a series of interviews, behavioral survey, and analysis of project management artifacts. Findings were compared to IT leading practices to identify performance gaps in the management and delivery of technology solutions
- Program managed a technology and business change engagement supporting the transition of client's transmission assets, billing/settlements, and related financial systems to functional control by one of the nation's largest regional electric transmission organizations
- Program managed the development of transmission operation systems, facilities, organization, and procedures on behalf of a client. Designed the organization structure for managing transmission operations, maintenance, and technology support functions
- Developed and negotiated the commercial framework, including vendor master services agreement and statements of work, for a multi-year business process and application maintenance offshore delivery service
- Developed and implemented a governance and delivery model to drive operational improvements across the client's IT, supply chain, human resources, and finance and accounting functions
- Led the development of strategic plans and identified improvement initiatives for a client's IT and finance and accounting shared services organization
- Managed the evaluation and transition of a utility client's billing and collection functions to a third-party service provider's offshore delivery facility
- Program managed a client project to develop a new transmission operations organization, including oversight capital budgets and project teams responsible for constructing a primary and backup control center, developing an energy management system, deploying telecommunication infrastructure, meeting NERC compliance, and staffing a transmission operations organization
- Completed a work simplification assessment for a client's entire fossil/hydro generation fleet. Provided recommendations on operational improvements, process efficiency gains, standardization, and long-term cost savings opportunities