

### *Summary*

Randy McAdams has more than 33 years of management consulting experience. For the past 30 years, he has specialized in the utility industry, with a focus on developing the plans, processes, and organization to help clients execute their strategies. Randy has led numerous engagements throughout his career, serving investor-owned, state-owned, municipal, and cooperative utility operations in the United States, Canada, and Europe. He has significant experience in strategic planning, wholesale strategy development, risk management, integrated resource planning, organization development, business process design, information system design and implementation, energy efficiency/demand response program assessment, AMI system implementation, and change management.

Randy is also deeply experienced in productivity/quality improvement programs, financial management, activity-based costing, supply chain management, and work management. He received a B.S. in management science from Duke University and an M.B.A. from the University of North Carolina at Chapel Hill. Randy participates on the Southeast Reliability Council Executive Forum and currently serves on the Ontario Province Strategic Planning Council.

### *Areas of Specialization*

- Strategic Assessment and Planning
- Operating Model Improvement
- Fossil Generation
- Nuclear Generation
- Risk and Compliance
- Organizational Redesign and Staffing

### *Recent Articles and Speeches*

- “Success While Selling Less? Energy Efficiency, DR, and the Changing Utility Business Model.” Itron Utility Week. October 2015
- “AMI Implementation: Strategies for Success and Lessons Learned.” EUCI Utility Forum, San Diego. May 2010
- “Opportunities for Investment in Generation.” Infocast Power Forum, Washington, DC. May 2008
- “Enterprise Risk Management: Concepts for Managing and Mitigating Energy Industry Risks.” Edison Electric Institute Risk Management Conference, Boca Raton. October 2008
- “The Future of Energy Trading.” Infocast Energy Forum, Washington, DC. May 2004
- “Opportunities and Challenges of Cross-Border Investing.” Infocast Energy Forum, New York City. June 2003
- “The New Rules of the Texas Power Game.” Houston. June 21-23, 2000
- “The New Rules of the Mid-Atlantic Power Game.” Served as Chair, Infocast Conference, Washington, DC. April 26-28, 2000

### *Recent Engagements*

- Led the effort to develop the strategic plan for the nation’s largest public utility
- Developed a multi-year business plan for a 18,000 MW fleet of fossil generation assets
- Led the effort to improve the long-range load forecasting, capacity planning, and supply procurement processes for a 35,000 MW utility. Included in this effort was the planning processes linkage to budget and financial planning
- Assisted the CEO of a 1.4 million customer energy delivery company with a strategic assessment/reorganization
- Assisted the CEO of a \$2 billion unregulated energy subsidiary with commercial strategy development and comprehensive reorganization
- Led the effort to develop a strategic plan for a multi-state, multi-opco electric utility
- Directed a comprehensive effort to help a \$7 billion northeastern combination utility prepare for deregulation
- Assisted the CEO of a \$6 billion merchant generation and trading company with a comprehensive reorganization
- Developed the commodity trading strategy for a large utility company’s trading floor
- Directed a comprehensive effort to help a \$3 billion Mid-Atlantic utility in prepare for deregulation