

## *Summary*

Brian Messick joined ScottMadden in 2015. He has more than 20 years of experience working with power and water utilities, independent power producers, renewable energy companies, and power project lenders, owners, and developers. He has more than 15 years of management consulting experience, focusing on strategy development, business planning, performance improvement, risk management, and project management. He earned a B.S. and M.E. in environmental engineering from the University of Florida and an M.B.A. from the University of North Carolina at Chapel Hill.

## *Areas of Specialization*

- Strategic Assessment and Planning
- Risk and Compliance
- Operating Model Improvement
- Program and Project Management
- Electric Transmission
- Energy Storage
- Renewables

## *Recent Assignments*

- Led a large transformation of the external relations organization for a large public power utility. Assignment entailed assessing current state issues, determining future state strategic direction, aligning the organization with the strategic direction through designing a new organizational structure and transitioning of the current workforce, and aligning operations with the strategic direction. Operational work included shifting the client to a new regional operating model to drive greater local presence and more intentional and coordinated focus on key stakeholders
- Established an enterprise-wide governance and accountabilities framework for a large, investor-owned utility and completed preliminary future state design for their shift to a new regional operating model. Key activities included assessing current state accountabilities and operational performance, identifying gaps or redundancies in accountabilities, recommending operational and organizational improvements, and designing new processes to enable changes
- Managed the development and implementation of an improved business planning process for all operating units and corporate functions of a large, investor-owned utility. Assignment included identifying strategic priorities and tiered metrics, establishing metric targets, conducting gap-based root-driver analysis, and identifying initiatives and projects to close performance gaps and manage risk
- Assisted the CEO and executive team of a power utility with their organization design and staffing process, including changes to top-level organization design, staffing of positions, and project management of staff reduction and organizational change activities
- Led an enterprise-wide benchmarking and cost-reduction initiative for a midsize power utility, resulting in the identification of improvement opportunities based on gaps in cost performance and cost trends. Analysis included an assessment of workforce size relative to industry peers across all functions
- Developed an operating model to improve accountability and performance on environmental activities across multiple organizations in a large public power utility. The operating model included a construct to clarify roles and responsibilities and establish expected outcomes to eliminate redundancies, mitigate gaps, and address performance issues across environmental activities
- Developed a telecommunications governance model for a large, investor-owned utility to support the use of communications networks for an increasing number of devices and sensors, and to support effective monitoring and control. This work consisted of performing a current state assessment of communications networks and processes for deploying new equipment and developing and prioritizing recommendations to address gaps, improve business processes, and implement a future state governance model
- Performed an assessment of the integrated smart energy strategy for a diversified technology and manufacturing company. Developed strategy recommendations to support corporate growth objectives based on findings from competitive analysis, market analysis for product areas and global regions, and an assessment of existing smart energy portfolio
- Conducted a management audit of natural gas and electricity load-forecasting processes for a retail energy provider. Produced summary report highlighting six areas for process improvement