

### *Summary*

Anndria Gaerity rejoined ScottMadden in early 2017, following nearly 10 years in leadership positions with the generation company of Public Service Enterprise Group (PSEG). Those positions included chief of staff to the president of PSEG Power and executive director of nuclear corporate services at PSEG Nuclear. Her prior consulting experience includes three years in ScottMadden's energy practice, during which she built on more than 10 years in M&A consulting for Deloitte. Anndria also consulted to public power companies and energy cooperatives at GDS Associates after beginning her career as a distribution engineer with Florida Power & Light. She earned an M.B.A. and a bachelor's of electrical engineering from Auburn University.

### *Areas of Specialization*

- Operating Model Improvement
- Cost Reduction
- Program and Project Management
- Organizational Redesign and Staffing
- M&A Due Diligence and Integration
- Utility Operations and Technology

### *Recent Assignments*

- Supported preparation of first-time resiliency plan regulatory filing for large electric transmission and distribution utility
- Led revitalization of management model for multi-OpCo utility, incorporating leadership, oversight, and operations functions across all aspects of the business
- Led organizational assessment of large municipal gas distribution utility and identified more than 30 improvement opportunities
- Led multiple performance measurement and cost-reduction initiative for an energy company with multiple gas distribution companies in multiple states
- Led process redesign of capital project approval process that reduced the overall investment of time invested in approval of capital projects by 75%
- Headed project management office for significant transformation effort by the business services company of a multistate utility and generation company
- Led a cost-reduction effort at a multi-OpCo utility that identified viable opportunities to reduce O&M expense over all electric operations, customer operations, and support services by 10% (more than \$250 million)
- Combined multiple nuclear support operations and reduced operating budget by more than \$9 million (30%) by bringing outsourced nuclear security operations in-house, revising security strategy, and creating cost accountability and performance management mechanisms. Conversion to in-house security function impacted more than 500 represented contract employees, required approval from the Nuclear Regulatory Commission, and was complete with no degradation to security readiness, no regulatory concerns, and no union grievances
- Led the implementation of significant new regulatory requirements for nuclear operations in areas of emergency planning and response to address potential hostile actions and actions resulting from extreme external natural events, such as earthquakes, floods, and tornados
- Led the development and implementation of an excellence plan, which improved operational, regulatory, and organizational performance of three nuclear units
- Led the creation of a nuclear development team responsible for pursuing business planning and initial regulatory approvals required to build a new nuclear reactor
- Led the development of a significant public engagement effort, including the design and construction of an award-winning energy and environmental resource center
- Obtained a permit for a unique process for using coal ash waste to reclaim abandoned coal mines
- Acted as project manager for the implementation of a nuclear operating services agreement at a large Mid-Atlantic energy company in anticipation of a merger with the largest nuclear energy company in the nation; later led the dissolution of the agreement and the separation of combined operations
- Supported an executive team of a large Canadian nuclear energy company in implementation of a new management model
- Led consulting teams responsible for the assessment of potential utility mergers, business acquisitions, and divestitures

- Provided in-depth analysis of merger synergies and preparation of regulatory submittals and testimony for proposed mergers and acquisitions
- Led post-merger integration teams to implement new, combined business models with best practice processes to achieve targeted merger results