

### *Summary*

Frank Nelms joined ScottMadden in 2014 after two years of strategy consulting for Computer Sciences Corporation in its federal consulting practice. While there, his experience included large-scale IT transformation, business process improvement, and business process engineering. Frank is a 2012 graduate of the University of North Carolina Kenan-Flagler Business School, where he concentrated in consulting and sustainability. Prior to business school, Frank worked in sales for two years at Document Technologies, a litigation services firm, where he managed and executed cost-saving solutions for law firms and corporate legal departments. He also spent three years working at BlueLinx Corporation, an industrial building supply distributor, where he managed accounts in six states across the Southeast and oversaw the procurement and warehousing of multiple product codes. His industry experience includes government and investor-owned utilities, regional transmission operators, IT strategy, government contracting, building supply distribution, litigation services, music, and television broadcasting. Frank also earned a B.A. in history from Vanderbilt University.

### *Areas of Specialization*

- Nuclear Generation
- Supply Chain
- Change Enablement
- Delivery Model Optimization
- Energy Storage
- Program and Project Management
- Organizational Redesign and Staffing

### *Recent Assignments*

- Led the organizational change management effort for a Caribbean utility to update and modernize their time entry and cost allocation systems to enable timely and accurate reimbursements of federal funding for capital project work
- Led the development of the storage siting strategy for a U.S. government-owned utility, leading to the development of two battery storage projects
- Led the development of corporate investigations training for a U.S. government-owned utility in support of a new enterprise investigations process
- Led the development of the small modular reactor strategy for a U.S. government-owned utility
- Led the design and implementation of a new supply chain tiered service delivery model for an investor-owned utility
- Led a review of a U.S. government-owned utility's benchmarks and best practices related to portfolio and project management and redesigned the framework for the enterprise project management organization
- Led ISO 9001:2015 certification preparation effort for a medical equipment services company that resulted in approved certification
- Project managed the design and implementation of a first-of-its-kind, centralized maintenance organization for Canada's largest nuclear power generator to increase equipment reliability and reduce forced loss rates
- Led an evaluation of emergency protection IT tools, systems, interfaces, and digital capabilities to determine how well they met current and future business needs
- Managed the design of centralized design and programs engineering organizations of a U.S. government-owned utility, resulting in a more streamlined and efficient engineering organization better positioned to insource future work
- Project managed the five CROM organizations (operations, rad protection, work management, maintenance, and chemistry) and nuclear oversight through the process of designing new organizations, tying future headcount to budgets, and identifying cross-functional impacts for a large, publicly traded utility, resulting in a future organization that saved \$23 million in O&M and capital costs
- Developed a brand business plan for a U.S. government-owned utility in an effort to enhance brand awareness, increase customer loyalty and positive media tone, and provide clear line of sight to the communications and marketing business plans