

Summary

Guy Harris joined ScottMadden in 2019, bringing with him 25 years of experience working with and advising companies across multiple utility sectors (electric/natural gas/water and wastewater). Guy has experience with strategic plan development and execution, performance improvement plan development and execution, and business operations improvement. His business experience prior to ScottMadden includes leading a small consulting team within Veolia North America where he advised municipal water/wastewater utilities, leading a portfolio management team for Alinda Capital, an infrastructure private equity firm, leading strategic planning and performance management groups for DTE Energy (fossil generation and gas operations), and being a consultant with McKinsey & Co. Guy is a U.S. Army veteran, serving in a variety of assignments and locations with the Corps of Engineers. He earned a B.S. in engineering from the United States Military Academy and holds M.S. degrees in civil engineering and mechanical engineering from Stanford University. He is a registered professional engineer.

Areas of Specialization

- Strategic Assessment and Planning
- Strategy Implementation
- Operating Model Improvement
- Enterprise-wide Cost Reduction
- Utility Operations
- Fossil Generation
- Gas LDC Operations
- Water Utility Operations

Recent Assignments

- Led utility client logistics and warehouse team to update and create operating policies impacting all facilities in their four-state service territory. Focus was to bring in best-in-class processes and ensure uniform standards and enhance safety and efficiencies across all operations
- Facilitated the development of a risk assessment framework and process for a large, retail order fulfillment operator to help them develop an operational risk mitigation strategy for their delivery fleet as they transitioned to 100% electric vehicles (EVs). This supported the planned deployment of EVs to more than 425 sites across more than 35 states
- Led the development of a corporate investigation process and procedure for a large public utility, leveraging best-in-class practices to enhance employee confidence in management and help minimize risk to the enterprise. This included the development of a comprehensive training program for corporate investigators to enhance investigations quality and outcomes
- Led the development of the updated long-range plan for an investor-owned utility (electric and gas), including identifying key actions and investments needed to meet the needs of customers and greenhouse gas reduction targets by 2050
- Assisted in the development of a transfer-to-operations plan of key IT-OT cyber security enhancement tools for various business areas of an investor-owned utility (electric and gas). These tools will enable the utility to provide current and future cyber security needs for critical systems and infrastructure as well as meet all regulatory requirements
- Led consulting team that delivered more than \$10 million of annual improvement in cost structure and revenue enhancements across all operations for four municipal water and wastewater utilities
- Developed strategies and delivered business improvement opportunities across eight diverse portfolio companies within a private equity firm, creating more than \$300 million of enterprise value
- Designed and executed a business improvement and productivity enhancement plan for the power generation business unit of a utility which delivered more than \$150 million dollars of overall improvement (operating costs and gross margin)
- Led cross-functional client team that developed market-specific strategies for a large, national services business, identifying more than \$110 million of earnings improvement to be realized over a four-year period for 12 of the company's largest markets. First year of plan delivered more than \$30 million in improvement