

BRUCE J. WALKER, EE, JD
4910 John Ticer Drive, Alexandria VA 22304
Bjw.walker@gmail.com 914.620.5885

ELECTRIC SECTOR EXECUTIVE

ORGANIZATIONAL LEADERSHIP – OPERATIONS MANAGEMENT- STRATEGIC PLANNING AND EXECUTION
Expert in Managing Operational and Cultural Excellence & Value Creation

PROFILE & QUALIFICATIONS

Dynamic energy industry thought leader and executive with more than 30 years of experience known across all facets of the electric industry including generation, transmission, renewables, distribution and smart grid. Deep understanding of political, state and federal regulatory issues facing the electric grid. Proven track record in strategic and crisis leadership, risk management, regulatory and resilience policy. Proactive, fiscally responsible leader who uses strategic relationships and analytical skills to help drive results in organizations.

Presidentially appointed in 2017 and *unanimously* confirmed by the United States Senate to serve as the Assistant Secretary of Electricity, Delivery and Energy Reliability at the United States Department of Energy (DoE). Maintain an active national security clearance.

Professional Experience:

2011 - Present	President and Chief Executive Officer, Modern Energy Insights, Inc.
2020 - 2023	Chief Risk Officer, Analysis and Resilience Center, Inc.
2017 - 2020	Assistant Secretary – Office of Electricity, US Department of Energy
2011 - 2017	Deputy County Executive, County of Putnam, New York
2008 - 2011	VP Strategy and Regulatory Policy, National Grid Inc., USA
1991 - 2008	Director of Emergency Operations, Consolidated Edison Inc. (CEI) Director of Electric Operations – Emergency Operations, CEI Senior Regulatory Attorney, CEI Control Center Manager, CEI subsidiary - Orange and Rockland Utilities Lead for Merger and Acquisition of Orange & Rockland Utilities, CEI Energy Control Center - Emergency Response Team, CEI Electric Operations; Control Center, Overhead Line Operations and Field Engineering, CEI
2015 - 2017	Acting Energy Chief and Member, NYC Metro Area FBI InfraGard
2012 - 2017	Founder, Board of Directors and Executive Committee, East of Hudson Watershed Corporation
2011 - 2016	Member, Board of Directors of GRID 21 Inc.
2009 - 2010	Co-Founder of Global Smart Grid Federation, Inc.
2008 - 2009	Member of the Electric Advisory Committee appointed by US DoE Secretary Bodman
2006 - 2010	Member, Board of Directors and Vice Chair of GridWise Alliance, Inc.
2003 - 2009	Board of Directors and President of NYS Land Grant University; Cornell University Cooperative Extension – Putnam County
2007 - 2008	Member of Council for Agricultural Research, Extension, and Teaching
2006 - 2007	Advisor to DoE’s National Renewable Energy Laboratory for Mega-Watt scale storage at Golden, Colorado

PRESIDENT AND CHIEF EXECUTIVE OFFICER, Modern Energy Insights, Inc., Pawling, New York
April 2011 to Present

- Strategically partnering with DoE's National Labs to expand the energy sector systemic risk register to enhance the resilience of the changing nature of the electric grid.
- Provide thought leadership and vision to identify innovative solutions, utilizing engineering, grid modeling, modern technologies and research and development tools, to achieve decarbonization goals while improving the resilience and security of critical generation, transmission and distribution assets throughout the United States.
- Worked with senior executive leadership at six different large utilities, created road maps, strategy and training to establish a work safety and operational excellence culture.
- Facilitated and collaborated with C-suite leadership to conduct detailed root cause analysis of significant system failures to identify opportunities for improvement and provide oversight of regulatory investigations.
- Provided focused and detailed understanding of system reliability and improvement investments, both Operation and Maintenance as well as Capital, for rate cases in various states.

CHIEF RISK OFFICER, Analysis and Resilience Center Inc. (ARC), Arlington, Virginia
October 2020 to February 2023

- Collaborated with Board of Directors and 29-member companies to develop vision and strategy to address systemic cyber and physical risk to the energy and finance sectors.
- Established and executed plan to develop a first-of-its-kind energy sector classified threat intelligence informed systemic risk register for nation state adversary cyber and physical risks - **Completed and transferred to DoE's Energy Threat Analysis Center (ETAC) - February 2023.**
- Created the Bulk Power Initiative - coordinated 60+ SMEs from various federal agencies and ARC members to identify and develop 80+ engineering and technology-based mitigations to protect critical Bulk Power System assets - **Completed and transferred to ETAC - February 2023.**

ASSISTANT SECRETARY ELECTRICITY, US Department of Energy, Washington, District of Columbia
October 2017 to October 2020

- Responsible for overall P&L, strategic direction and guidance, consistent with enabling the federally owned transmission companies to transition into the envisioned decarbonized future being adopted within many of the 34 states that are served by the four CEO led Electric Transmission Power Marketing Administrations (Bonneville Power Administration, Western Area Power Administration, South Eastern Power Administration and South Western Power Administration) covering nearly 2.4 million square miles and providing transmission service connecting coal and hydro-electric generation to more than 40 million distribution customers.
- Established vision and plan to develop a 24/7/365 North American Situational Awareness Center partnering with relevant federal agencies, National Labs, and private sector utilities providing service to critical infrastructure.
- Envisioned and developed the North American Energy Resilience Model for addressing national security risk and facilitating the strategic integration of renewables while understanding crucial interdependencies, transmission congestion and coordination with Balancing Authorities and Regional Coordinators.
- Prepared next generation of leadership – leveraging 12 direct reports in Office of Electricity and capitalizing on strategic promotions and job assignments across DoE including creating an entirely new division led by a Senate confirmed Assistant Secretary within DoE - Cybersecurity, Energy Security, Emergency Response Division.
- Strategically worked with Congress to grow \$180m budget nearly 200% to include significant investment in grid resilience focused on integrating renewables, optimizing existing system capabilities, improving resilience against cyber and physical threat while significantly improving R&D efforts at the National Labs.

- Partnering with Congressional leadership procured \$75m for the establishment of the Grid Storage Launchpad at Pacific Northwest National Laboratory which explores the use of new and emerging technology to advance long term bulk storage on the grid.
- Lead federal official to negotiate the expiring Columbia River Treaty with Canada valued at several hundreds of billions of dollars.
- Designated and certified the Critical Defense Facilities and Defense Critical Electric Infrastructure in the United States working with Department of Defense and National Nuclear Security Administration officials consistent with Congressional direction.
- Senior DoE official responsible for coordination with FERC/NERC regulation and State Governor's Energy Officials.
- Testified on energy matters before: US Senate, US House of Representatives and Federal Communication Commission.

DEPUTY COUNTY EXECUTIVE, County of Putnam, Carmel, New York

November 2011 to October 2017

- As the Chief Operating Officer with 20 direct reports, worked collaboratively with nine County Legislators to oversee a \$140m annual budget while managing ~800 personnel in three unions in 20 diverse departments.
- Established vision and 10-year plan to eliminate corruption (prior County Executive went to federal prison) and improve safety and health services while not exceeding a 2% annual tax cap.
- Established new Safety Culture program in partnership with NYS Public Employees Safety and Health regulators and reduced Days Away, Restricted or Transferred (DART) rate by ~60% while simultaneously decreasing Workers' Compensations claims by ~70% with a corresponding reduction in payments.
- Developed risk register to establish and inform a \$300m five-year capital budget.
- Eliminated short term debt, restructured long term debt - resulting in a bond rating upgrade.
- Established the East of Hudson Watershed Corporation by coordinating 17 municipal governments in three counties, the NYC Department of Environmental Protection and NYS Department of Conservation to aggregate individual phosphorus reduction requirements to optimally address federal EPA storm water regulations within the New York City watershed.

V. P. STRATEGY AND REGULATORY POLICY, National Grid, Waltham, Massachusetts

September 2008 to April 2011

- Distribution asset owner in four states with seven direct reports and responsibility for \$1bn annual capital and O&M spending plan and achieving respective regulatory established reliability targets.
- Developed and executed National Grid's US regulatory strategy producing ROE gains in each of National Grid's four states by securing \$1.5bn of previously unremunerated investments in New York, Massachusetts, Rhode Island and New Hampshire.
- Testified as company witness for the Transmission and Distribution Capital and OEM budget and associated Depreciation for ~\$1bn rate case in New York.

CONSOLIDATED EDISON INC., New York, New York

March 1991 to September 2008

Director of Emergency Operations – Consolidated Edison Inc.

- Corporate lead responsible for the development of the Con Edison Coastal Storm Plan which was subsequently used during Hurricane Sandy.
- Extensive coordination with NYC officials and NYC Office of Emergency Management due to significant evacuation plans for lower Manhattan and unprecedented pre-emptive shutdown of multiple networks in lower Manhattan to mitigate the impact of potential storm surge realized during a significant hurricane.

Director of Electric Operations – Emergency Operations

- Appointed Incident Commander to an active, persistent week-long electric operations crisis (underground secondary network burndown) and subsequently appointed Director of Electric Operations to lead the emergency response and the subsequent rebuild, of Long Island City Network in NYC which was the largest underground secondary network in the world ~ 450MW.
- Created new Emergency Management Strategy for Con Edison Inc. and testified at NY-PSC to obtain authorization and funding to establish a company-wide 40-person Emergency Management Organization.

Senior Regulatory Attorney

- Selected as lead attorney and SME for Con Edison rate case seeking transmission, substation and distribution infrastructure investments in excess of \$1bn.

Control Center Manager – Orange and Rockland Utilities (subsidiary of CEI), Spring Valley, New York

- Coordinated with various county, state and federal regulators and officials to consolidate the Bulk Power and Distribution gas and electric Control Center into one 24/7/365 facility.
- Led the response to and recovery from the 2001 World Trade Center attack and 2003 Blackout.
- Completed Siemen's 18-month Transmission and Distribution Engineering Program.

Lead for Merger and Acquisition of Orange & Rockland Utilities

- Lead for Con Edison and Orange & Rockland Utilities merger – responsible for working with NYS Public Service Commission, NJ Board of Utilities and Pennsylvania Public Utilities Commission to re-structure rates and de-regulate utility generation assets necessary to execute the merger.

Energy Control Center – Environmental Response Team

- Elite member of the 24/7/365 Environmental Response Team - responsible to be the Incident Commander for any event on the Electric Generation, Transmission and Distribution System, Gas Transmission and Distribution System and Steam Generation, Transmission and Distribution System.
- Company lead as Subject Matter Expert qualified to operate transmission or distribution equipment during major biological chemical weapons responses requiring level A suit entry - member of Biological, Chemical Weapons Response Team formed after initial 1993 attack on World Trade Center.

Electric Operations – Overhead Line Operations

- Qualified High Voltage (34.5kV) Lineman.

Field Engineering – Private Property High Voltage Installations

- Designed and built first 277/480 underground secondary network in United States.
- Lead engineer for design and operation of High-Tension-Vaults/Substations for private property primary service to major commercial customers.

Management Engineering Intern – Electric Operations Control Center

- Participated in the development of first underground secondary network real time model.
- Installed power line carrier monitoring in numerous secondary networks for inclusion in model.

Education:

Pace University - School of Law, White Plains, New York

Juris Doctorate - May, 1998: **Admitted to NYS Bar 2001 - Present**

Honors: Environmental Law Review and Technical Editor - 1997/98 and Environmental Certificate - 1998

Manhattan College - School of Engineering, Riverdale, New York

Bachelor of Engineering - Electrical - May 1992, Eta Kappa Nu Honor Society - Vice President