

Terra Rogers

Education

- 2008-2010 **HARVARD BUSINESS SCHOOL** **Boston, MA & Bahrain, UAE**
Master in Business Administration
Immersion Experience Program: Energy and Geopolitics.
- 1998-2004 **COLORADO SCHOOL OF MINES** **Golden, CO & Spain**
Bachelor of Science in Chemical Engineering. *Dean's List.*
Concentration: Environmental Policy and Natural Resources. Teaching assistant, "Nature & Human Values."

Certification

- 2012 **PROJECT MANAGEMENT INSTITUTE** – Project Management Professional.
- 2004 **ENGINEERING SCHOOL OF COPENHAGEN** **Denmark**
Certificate Program: Led multicultural team in implementation of industrial solar water heating system.

Experience

- March 2022 - Present **CLEAN AIR TASK FORCE** **Boston, MA**
Global climate NGO working to safeguard against climate change by catalyzing the rapid development and deployment of low-carbon energy and other climate-protecting technologies.
Program Director, Superhot Rock Geothermal (SHR)
- Launch and manage CATF's Superhot Rock Geothermal program, developing and implementing a pathway for the large-scale deployment of SHR as an affordable zero-carbon source.
 - Advocated for and successfully introduced legislative authorization enabling public investment for SHR.
 - Commissioned the first global SHR Heat Endowment map demonstrating vast market potential for SHR
 - Convened inaugural Technical Roadmap on international stage to create global action-plan and accountability mechanism to bridge technical gaps uncovered within 5-part series published by SHR team.
 - Presented SHR on 25+ unique global stages in panels and presentations. Topics have included policy, financing, technical feasibility and regulatory risks.
 - Fund raising and grant management. Including foundations, aggregators and individual donors.
- July 2020 - March 2022 **FACEBOOK, INC** **Prineville, OR**
Data Center Facility Maintenance and Operations
Data Center Campus Facility Manager
- Recruit, scale, mentor, and lead 35 employee Facility Operations team responsible for the maintenance, upkeep, and repair of critical infrastructure systems. Growing to 55 by Q2 2022. ~50% growth plan over 18 months. Extensive support of cross-functional partners' efforts to recruit and mentor their team members.
 - Partner with Construction and Design teams to ensure operational requirements are met including participation in the commissioning for new and retrofitted data centers buildings. Currently oversee Facebook's first-of-kind 2-story building and am proud of 3 consecutive zero-defect, on-time handovers.
 - Collaborate with other facilities, engineering partners, leadership team, and adjacent operating teams to promote efficiencies and lessons across the global data center team. Examples: regional self-audit program for Lock-out Tag-Out procedures and standardization of Dual-Campus operational efficiencies.
 - Find creative solutions to support reduction of operational costs and maximization of infrastructure utilization. First half performance included a <1% total budget variance between forecasted and actual.
 - Routine responsibilities include providing solutions to complex problems under pressure and leading cross functional, collaborative efforts to improve operations and drive consensus. Examples: Wildfire smoke management, COVID management during 24x7 operations and Safety Work stoppage.
- June 2019 - July 2020 **ALTAROCK ENERGY, INC** **Seattle, WA**
Leveraging cutting edge geothermal energy to build a portfolio of clean power assets and intellectual property.
Senior Vice President
- Led strategic decisions across multi-company collaborations to drive R&D investment in cutting-edge technologies. Partners included DOE, multi-national Oil & Gas service providers and university staff.
 - Responsible for day-to-day management and professional growth of tenured energy staff and consultants. Communicated vision by educating team on power markets and policy trends to inspire strategic thinking.
 - Budgetary responsibility including cash management, routine equity and debt reporting oversight.

- Asset management and project improvement proposals to expand investments and innovative approaches. Created and maintained ROI expectation matrix to drive investment guidelines based on company's goals and risk profile. Presented to Venture Capital partners on quarterly basis. This included solar and storage.
- Led all business development including Power Purchase Agreement negotiations with local utilities. Required policy monitoring, reform strategy, speaker at conference events for local power authorities.
- Initiated \$10M decommissioning effort for 50 MW nameplate geothermal facility including 5 state and federal regulatory entities and 10+ CA licensed subcontractors. Required extensive 3rd party legal support.

May 2013 -
July 2020

ZEPHYR CONSULTING, LLC

Zephyr Cove, NV

Business development and risk mitigation strategy for geothermal generation and grid-scale storage.

Founder / Manager

- Evaluated new project and technology opportunities for renewable energy start-up companies. This included regulatory and interconnection due diligence.
- Extensive experience overseeing and negotiating terms with Department of Energy backed loans programs.
- Secured several grants exceeding +\$25M to demonstrate early-stage energy storage technologies.
- Experience in asset valuation, acquisition and sale negotiations. Often including transition plan and 3rd party legal support. Example: 2018 power plant sold for 10x the acquisition price 3 years prior, \$50M.
- Primary Point-of-Contact for lender relationship management and fiduciary reporting responsibilities.
- Standardized finance reporting requirements and Budget-to-Forecast expectations. Created custom dashboards and reporting strategies based on the needs of the client, including 3rd party contract management.

October 2010
- March 2013

RAM POWER, CORPORATION

Reno, NV

Developer, owner and operator of geothermal energy facilities.

& Nicaragua

Director of Project Controls

- Oversaw planning, scheduling, and financial performance of all projects within corporate portfolio.
- In-field Project Manager and Financial Controller for a \$485M facility in Nicaragua.
- Recruited, trained and evaluated staff to achieve goals and increase the team capacity for future growth.
- Key participant in securing and administering \$160M in debt financing from 7 int'l development banks.
- Setup Project Management Office. Standardized scheduling/budgeting tools and stop-gate analysis.
- Program Manager in the evaluation, coordination and administration of the corporate project portfolio.
- Led contract strategy and negotiation with major construction subcontractors and key manufacturers.
- Modeled, valued, and presented project financial performance, rolled-up cash flow forecast and accrued liabilities to corporate management, board of directors, and international lenders.

June-August

NATIONAL RENEWABLE ENERGY LABORATORY

Golden, CO

2009

Market Analyst for Biofuel and Solar Thermal Sector – Summer Intern

Evaluated business development and research capabilities. Identified gaps and opportunities in NREL's intellectual property portfolio and assessed private-industry financing trends. Worked within the Technology Transfer team.

2004 - 2008

MICROGY, INC

Golden, CO

Developer, owner and operator of biofuel production facilities.

Project Manager and Business Development Engineer

Position required intimate involvement with the Business Development, Operations and Technical Teams.

- Technical lead for executive strategy team. Responsible for feasibility studies and proformas for biofuel and joint solar projects. Provided market analysis for the development of cost/revenue sharing contracts.
- Project Manager for construction and commissioning of Flagship Facility, \$4 million, cogeneration, greenfield site and \$50 million first-of-kind, biogas greenfield site in TX.

2002

INTERNATIONAL RESERVOIR TECHNOLOGIES

Venezuela

Petroleum Reservoir Consulting

Field Consultant – Short-term Contractor

Gathered, organized, translated and presented well formation and abandonment data for a \$1.5 million contract in support of an on-site reservoir assessment and well field reconstruction effort.