
Cheryl F. Campbell

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A focused and experienced business leader with a demonstrated ability to lead diverse teams through significant change in various sectors of the energy industry. My experience includes reducing operating risk, improving returns and driving cultural and operating change across technical, operating and corporate groups.

WORK HISTORY

Xcel Energy

2004 – current

Senior Vice President, Gas (May 2015 – current).

I am currently the senior leader for the gas business across Xcel Energy, a top ten gas utility in the United States (2 million customers and assets and operations in 8 states). I am responsible for business and strategic planning, gas system risk management, engineering, operations, as well as public and employee safety.

Vice President, Gas Engineering & Operations

Director, Gas Asset Strategy

Selected overall accomplishments include:

- Active at industry level around pipeline safety culture, and improving regulatory construct. Regularly interact and participate with PHMSA and NTSB around safety and regulatory activities, leading the industry to a more proactive safety culture.
- Successfully increased ROI on gas projects by improving control and management of projects and negotiating with customers. Added a number of large new sales and transportation customers to utility portfolio, increasing annual revenue.
- Leading change in safety culture, with a positive downward trend, with new records annually on OSHA and vehicle rates.
- Improved productivity of operations staff, absorbing about 20% of new integrity work without an increase in staff. Improved overall compliance and risk management of both distribution and transmission assets.
- Negotiated and resolved several major regulatory issues around transportation for third parties, improving customer relations and reducing regulatory lag.
- Developed Xcel Energy's Integrity Management Programs (T&D), resulting in significant operating risk reduction as well as moving towards a proactive operations culture. Developed and support positive regulatory strategy, improving ROE and compliance.
- Improved permitting processes for major new gas assets in politically charged climates, reducing timeline and improving transparency with local communities as well as overall results.
- Participate in variety of Executive Committees and key initiatives, including Enterprise Continuity, Labor Strategy, Safety Committee and Productivity Through Technology.
- Regularly update Board of Directors on risk management and cultural change for gas assets.
- Improved employee engagement for gas department by developing a strong leadership team, with major improvements in leadership and communication scores.

Trinity Apex Solutions, Inc (TASI) (Software and consulting for Energy Industry) 2003 - 2004

VP, Business Development and Marketing

- Developed and implemented a marketing and advertising plan for small software company in the energy industry. Developed trade show presence and customer sales calls.

El Paso Corporation, Western Pipelines (Coastal Corporation prior to January 2001) 1984 - 2003

Various positions of increasing responsibility (Associate Engineer to Director) with experience in Engineering & Planning, Supply Management, Volume Management (Midstream Services Division & Gas Marketing) and Rates/Regulatory.

Selected Accomplishments include:

- Key player in building Coastal Field Services into a contributing division of the Coastal Corporation, with EBITDA equivalent to CIG pipeline. Developed strong customer relationships. Involved in strategic planning for Coastal Field Services and CIG Merchant.
- Transition team member for the Field Services group for the El Paso/Coastal merger in 2000. Developed transition plans and successfully led staff through merger while maintaining high level of customer service.
- Led transition of CIG pipeline's Supply Management function from bundled, regulated pipeline to an unregulated market based sales and scheduling function. Developed new business processes for buying, selling, day-to-day management and accounting. Moved staff orientation from regulated to customer service oriented, including a 10% reduction in staff.
- Administered \$400 million gas purchase portfolio with minimal contract disputes.
- Experience with legal/contractual matters, including take or pay disputes, and anti-trust litigation, including developing strategy. Contract negotiation for gas purchase and sales contracts.

EDUCATION and RELATED TRAINING

MS Finance, Minor in Management, University of Colorado at Denver.

BS Chemical Engineering, BS Business Administration, University of Colorado at Boulder.

Additional seminars and skill sessions around leadership, risk management, project management, negotiating, public speaking, and a wide variety of technical courses related to the energy and gas industry.

COMMUNITY and PROFESSIONAL AFFILIATIONS/ACCOMPLISHMENTS

- Department of Transportation (DOT) Gas Pipeline Advisory Committee Member
- Leadership Denver – class of 2012
- Colorado Oil & Gas Association (COGA), Board of Directors (current). Member of Leadership Search Committee for new President & CEO. Advocate for gas industry and improved community relations in Colorado.
- American Gas Association (AGA)
 - Managing Committee member, including Executive Committee member (current).
 - Member of Leadership Council
 - Executive Development Program, class of 2013.
- NYSEARCH – Executive Committee member (current). NYSEARCH directs and oversees R&D activities within the gas industry.
- Public Education and Business Coalition (Denver), Board of Directors.
- BOLD (Building Opportunity through Leadership and Diversity) at the College of Engineering, University of Colorado, Boulder, Advisory Board member (current).
- Junior Achievement of Southern Colorado, Board of Directors (12 years). Member of Executive Committee, focusing on Strategic Planning. During my tenure on the board, JA doubled in size and substantially increased its endowment.
- Taught high school level classes (Economics and Success Skills) with Junior Achievement of Southern Colorado for 15 years.