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## PROJECT MANAGER:

An accomplished PM in fast paced electric transmission construction, moving with all deliberate speed under all conditions on projects as well as on a mountain bike. Strengths in collaborative communication, negotiating, financial analysis, and legal/technical drafting to keep team members connected, on common ground, and to reduce legal expenses. 32 years in electric utility arena covering PM, regulation, wholesale market design/transactions, and representing others.

## PROFESSIONAL EXPERIENCE

### *Senior Project Manager*

Vermont Electric Power Company

September 2007 to Present

366 Pinnacle Ridge Rd, Rutland, VT 05701

#### **Achievements:**

- Responsible and accountable for managing multiple simultaneous transmission expansion projects through their lifecycle: initiation, planning, execution, scope/cost/schedule control, and closeout. Led multiple teams to address planning criteria, engineering design, public outreach, cost estimates/variances & risk assessment, stakeholder relations, negotiated agreements/contracts, regulatory approvals, procurement, environmental aspects, construction, commissioning, and close out of the projects. Maintained communications at multiple levels both internal and external at VELCO during extraordinary capital construction.
  - East Avenue Loop (\$36M, \$6M under): 4.6 mi. 115 kV line and 115/34.5/13.8 kV substation rebuild completed under budget with an extensive public engagement process that satisfied stakeholders and significantly reduced regulatory approval time and cost.
  - Taft Corners Phase II (\$9M, \$2M under): 115/34.5/12 kV substation adds.
  - Lyndonville (\$15M, \$4M under): 115/34.5 kV new substation completed on an advanced schedule (6 mo. regulatory approval, 9 mo. construction) creating savings.
  - New Haven (\$210k): 345/115/46 kV substation adds.
  - Middlebury (\$591k): 115/46 kV substation adds.
  - Jay (\$17M, \$4M under): 115/46 kV new substation with regulatory prep. compressed to half the time.
  - KCW (\$184k): 2 mi. 46 kV line reconductoring.
  - K35 (\$2M): 115 kV emergency line repair.
  - Shunt Reactors: (\$20M, \$2M under) 345 kV reactors and breakers adds at 3 substations.
  - Bennington: (\$28M, \$6M under) 115/69/46 kV new substation, taps, and old station removal.
  - PV20 Submarine Cable Replacement: (\$92M, \$8M under for VELCO) 1.7 mi. 115 kV HDD/submarine line and station replacement and removal, shared with NYPA.
  - NECPL: (\$140M): Scheduled/estimated line and substation upgrades for interconnection.
  - East Ave/Queen City Reactors: (\$1.4M, \$.3M under): 13.8 kV reactors added to 2 substations for fault current protection.
  - Sandbar: (\$12M, \$.9M under) 115 kV substation refurbishment
  - Franklin County Line Upgrade: 16.7 mi. 115 kV line replacement upsized to create added savings and benefits for VT and New England.

### *Project Lead*

Vermont Electric Power Company

September 2006 to September 2007

366 Pinnacle Ridge Rd, Rutland, VT 05701

#### **Achievements:**

- Collaboratively managed transmission project development, public and stakeholder involvement efforts, certificate of public good proceedings, and permitting issues:
  - Scheduled/scoped deliverables/resources, presented project in public/private discussions addressing impacts/concerns, and coordinated project planning/development among parties and witnesses.

**NEPOOL Market Operations Liaison**

Vermont Electric Power Company

November 2000 to September 2006

366 Pinnacle Ridge Rd, Rutland, VT 05701

**Achievements:**

- Represented electric market interests of company and Vermont electric utilities before NEPOOL committees and ISO-NE (e.g. ISO-NE priorities, wholesale market design changes, financial settlement implications, market/transmission rules, procedures, and Open Access Transmission Tariff changes):
  - Summarized issues, discussions/presentations with VT utilities, VELCO staff, regulators, and independent power producers to guard against unexpected market issues or outcomes.
  - Collaborated with VT utilities and other New England electric firms, developed consensus positions, formulated strategies and corresponded/made filings with NEPOOL, ISO-NE, &/or the FERC.
  - Developed unambiguous rules, procedures, & practices beneficial to VT utility interests by collaborating with ISO-NE staff in Markets, Operations, and Planning departments.
- Provided transmission Project Managers with market pricing, generation, DSM analysis and testimony regarding potential reliable alternatives to transmission projects; bid solicitation/evaluation, management of subcontracted work, & regulatory responses.
- Managed/participated in VT Public Service Board dockets regarding coordinated least cost planning for VT transmission system:
  - Collaboratively negotiated a mediated settlement among multiple electric utilities and others minimizing legal expense; 18 months, 113 item MOU creating a comprehensive & transparent statewide transmission planning process <http://www.vermontspc.com>
  - Presented text for 2005 Act 61 to the VT legislature regarding transmission IRP planning.
- Educated VT utilities, regulators, and VELCO departments and resolved NEPOOL/ISO-NE operational and financial issues from changes in market rules, operating procedures, and practices.
- Formulated new Power Accounting business and settlement processes from changes in the NEPOOL/ISO-NE markets and software.
- Led and supported cross departmental team improving Customer Relations by developing key contact program and socializing survey feedback.

**Senior Analyst**

Vermont Electric Power Company

August 1997 to November 2000

366 Pinnacle Ridge Rd, Rutland, VT 05701

**Achievements:**

- Supervised changes to the Power Accounting processes in moving from a cost based own-load financial settlement system to a market based system for the VT electric distribution utilities. Controlled quantity of new process while meeting billing deadlines:
  - Led process redevelopment; identified new workload issues and resolutions, streamlined processes, updated procedures.
  - Developed/implemented new, more efficient ways of processing data.
- Represented VT in New England Power Pool committees; communicated results & impacts, and provided training to VELCO and VT distribution utilities, on new market participation, rules, procedures, processes and settlement implications.
- Coordinated operational changes and devised procedures, due to the NEPOOL markets, with VELCO Operations and with the VT utility generation operators.

**Director of Planning & Regulation**

Washington Electric Cooperative

September 1995 to August 1997

P.O. Box 8, East Montpelier, VT 05651

**Achievements:**

- Traded electricity short term in NE, NY, HQ, & OH markets, creating significant savings.
- Directed procurement and marketing of power supplies & transmission:
  - Supervised and trained power marketing/accounting personnel.
  - Analyzed of generation & transmission costs and constraints.
  - Evaluated transactions, negotiated and wrote contracts.
  - OASIS and contract transmission reservations, and inter-control area scheduling.
  - Gained BOD and regulatory approval for long term transactions.
- \$3.5M/yr electricity portfolio optimization and transaction management:
  - Hourly dispatching, costing, and Base/Intermediate/Peak balancing of 12 sources with hourly production costing software.
  - Administered contracts & negotiated adjustments/extensions.
  - Managed risk of G&T contingencies and source interactions: Diversification of sources, paths, and contracts.
- Directed & implemented company financial & strategic planning/forecasting.

- Principal company liaison with regulatory agencies, counsel, & other utilities.
- Coordinated & gained acceptance of financial borrowing, rate increase/design filings, with minimal litigation.
- Interpreted FERC rules & managed compliance.

***Utility Resource Planner***

Washington Electric Cooperative

July 1991 to September 1995

P.O. Box 8, East Montpelier, VT 05651

**Achievements:**

- Planned, budgeted and optimized costs of 12 source & DSM portfolio.
- Procured and marketed power supplies and transmission: Hourly to multi-year.
- Hourly generation software dispatch: operations & interchange accounting/billing.
- Evaluated financials of power supply & demand resources; general ledger balancing.
- Prepared and presented rate increase, rate design, and Integrated Resource Plan regulatory filings.
- Analyzed and forecasted financial and statistical impacts.
- Represented Cooperative with other organizations.
- Led and built consensus among staff, board members, and regulatory agencies.

**EDUCATION & RELATED TRAINING**

- University of Vermont, Burlington, VT: *B.S., Finance*, School of Business, 1991.
- Burlington Electric Department, Burlington, VT:
  - Power trading, pool operations, portfolio modeling, & accounting training, 6 mo. 1991.
- University of Nebraska and NRECA: Management Internship Program Graduate, 1996.
  - Intensive 6 weeks of: Management, restructuring, strategic/financial planning, negotiating, bilateral contract law, system engineering & TQM.
- American Public Power Association courses: Cost of Service Allocation, & Retail Rate Design
- Numerous seminars on: bulk power markets, power derivatives, & restructuring.
- Various research and numerous dialogues with industry professionals and professors.
- Attendance & discussion of transmission, generation, and market issues at countless meetings with New England market participants and ISO-NE staff.
- Training in personality typing, management styles, and balanced team building.
- PMI Project Management Professional Certification, 2022.

**PROFESSIONAL AFFILIATIONS**

- Project Management Institute (PMI) and Champlain Valley Chapter member since 2007.
- Vermont Mountain Bike Association board member, partner/volunteer coordinator 2008-2016.
- National Ski Patrol, Volunteer Ski Patroller, Mad River Glen Cooperative since 2014.