

STATE OF NORTH CAROLINA  
UTILITIES COMMISSION  
RALEIGH

DOCKET NO. E-100, SUB 190

BEFORE THE NORTH CAROLINA UTILITIES COMMISSION

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In the Matter of Biennial	)	<b>DIRECT TESTIMONY</b>
Consolidated Carbon Plan and Integrated	)	<b>AND EXHIBITS OF</b>
Resource Plans of Duke Energy Carolinas,	)	<b>BRADFORD D. MULLER</b>
LLC, and Duke Energy Progress, LLC,	)	<b>ON BEHALF OF</b>
Pursuant to N.C.G.S. § 62-110.9 and § 62-	)	<b>CIGFUR II &amp; III</b>
110.1(c)	)	

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1 Q PLEASE STATE YOUR NAME.

2 A Bradford D. Muller.

3 Q WHAT IS YOUR OCCUPATION?

4 A I am a Vice President at Charlotte Pipe and Foundry Company (“Charlotte Pipe”).

5 Q PLEASE DESCRIBE YOUR EDUCATIONAL BACKGROUND AND  
6 EXPERIENCE.

7 A This information is included in Appendix A to this testimony.

8 Q ON WHOSE BEHALF ARE YOU APPEARING IN THIS PROCEEDING?

9 A Charlotte Pipe and other industrial manufacturers and large energy users in North Carolina,  
10 by way of membership in the Carolina Industrial Group for Fair Utility Rates (“CIGFUR”).

11 Q WHAT PRODUCTS DOES CHARLOTTE PIPE MANUFACTURE? WHAT ARE  
12 CHARLOTTE PIPE’S ELECTRICITY NEEDS AT ITS NORTH CAROLINA  
13 LOCATIONS?

14 A Charlotte Pipe is a 123-year-old privately held manufacturer headquartered in Charlotte,  
15 North Carolina. Charlotte Pipe operates two very large manufacturing plants in North  
16 Carolina: a plastic pipe and fitting facility in Union County where we employ 630 North  
17 Carolinians and a cast iron foundry in Stanly County that employs 545 people. Our  
18 administrative office in Charlotte employs another 210 people for a total of 1,385  
19 high-paying jobs in the State.

20 The Oakboro Foundry in Stanly County is a 500,000 square foot, 72-megawatt  
21 plant and the Monroe plastics facility in Union County comprises multiple plants totaling

1 more than 1.5 million square feet with a peak demand of 13 megawatts. Both locations are  
2 extremely sensitive to power quality and reliability incidents, especially Charlotte Pipe’s  
3 plastics plant in Monroe, which takes electric service at retail from Duke Energy Carolinas,  
4 LLC (“DEC”).

5 In addition, we operate plastic pipe and fitting plants in Alabama and Utah, as well  
6 as plastic pipe plants in Florida, Texas, and Pennsylvania (with another pipe plant under  
7 construction in Kansas). We also operate cast iron foundries through a wholly-owned  
8 subsidiary in Neenah, WI; Medley, FL; and Lincoln, NE, where we make manhole covers  
9 and rings, tree grates, and other municipal castings.

10 Our plants consume substantial amounts of electricity and with our varied  
11 geographic footprint—operating 10 plants in eight (8) states—we have a broad view of the  
12 State, regional, and national energy market when it comes to cost, reliability, and power  
13 quality. In fact, the availability and price of energy is one of the top three considerations  
14 we study when deciding where to site a plant.

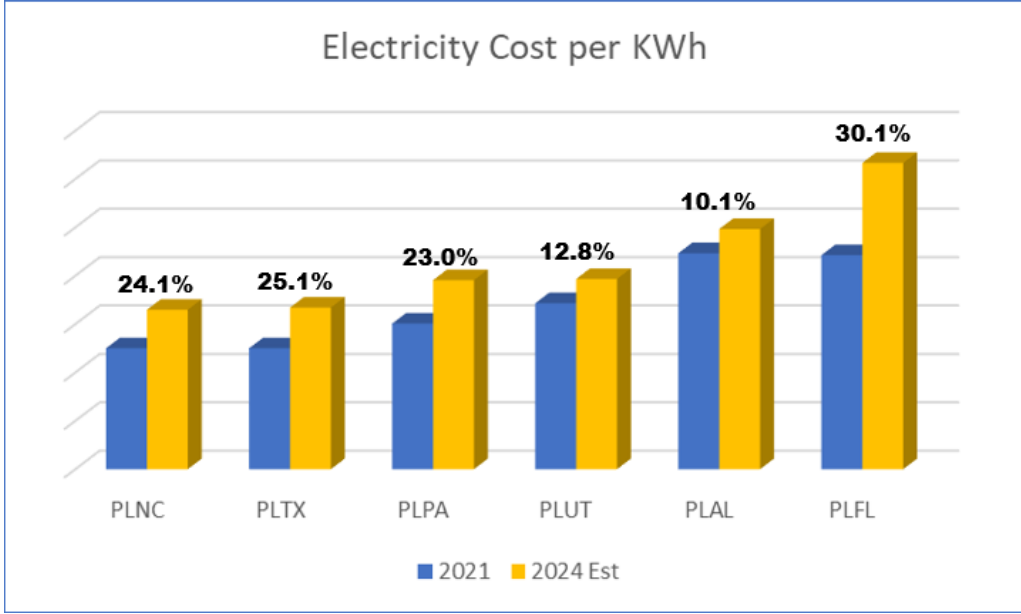
15 **Q WHAT HAS CHARLOTTE PIPE ACCOMPLISHED TOWARDS INDUSTRIAL**  
16 **DECARBONIZATION EFFORTS?**

17 **A** When we built the new foundry in Oakboro, we made the decision to switch from a  
18 fossil-fuel cupola melt system that uses coke (a form of coal) to an electric melt system,  
19 which will eliminate 40,000 tons of CO2 emissions per year. The new foundry emits a  
20 minimal amount of carbon for a facility of its size—the 500,000 square foot plant emits  
21 only about 4,300 tons of CO2 annually. The switch, however, made power costs, reliability,  
22 and power quality even more critically important factors in operating the plant.

1 Q IN YOUR ROLE AS A MEMBER OF THE CHARLOTTE PIPE AND FOUNDRY  
2 EXECUTIVE TEAM, DO YOU HAVE KNOWLEDGE AND UNDERSTANDING  
3 OF CHARLOTTE PIPE'S ENERGY USAGE AND NEEDS?

4 A Yes. Power is critical for our manufacturing operations and one of our highest cost inputs.  
5 As such, we manage it very closely. For example, the chart below reflects the steep  
6 increases in electricity costs at our plastic plants by state at present as compared to just  
7 three years ago. North Carolina and Texas are near parity in rates but only Texas and  
8 Florida are expected to show greater rate increases than North Carolina over the same time  
9 frame. Importantly, the chart below reflects only potential non-CPIRP related rate and fuel  
10 increases and does not factor in any Carbon Plan-related capital costs contemplated in the  
11 implementation of House Bill 951 (S.L. 2021-165), as those are only just starting to be  
12 incurred by Duke Energy.

13 **FIGURE 1: ESTIMATED ELECTRICITY COST INCREASES PER KWH FOR**  
14 **CHARLOTTE PIPE'S LOCATIONS, 2021 vs. 2024**



15

1 **Q HOW IMPORTANT ARE FACTORS SUCH AS ENERGY AVAILABILITY,**  
2 **RELIABILITY, AND PRICE IN CHARLOTTE PIPE'S BUSINESS AND**  
3 **OPERATIONAL DECISIONS?**

4 A Our manufacturing processes are very energy-intensive and are extremely sensitive to the  
5 price, reliability, and quality of our power supply.

6 Energy is a top three expense for manufacturers, along with labor and raw materials.  
7 Manufacturers compete locally, regionally, and globally. When the price of energy at a  
8 facility is no longer competitive, manufacturers face two choices: either shift production  
9 (and the corresponding jobs and electricity load) out of state where energy is less expensive  
10 or close the plant altogether and cease operations. At a minimum, this would negatively  
11 impact capital investment decisions to potentially modernize or expand a plant that is  
12 economically uncompetitive.

13 Power interruptions, even momentary flickers, take an enormous toll on our  
14 manufacturing equipment, processes, and production output. For example, on May 27,  
15 2022, one of our plastics plants experienced a 23-millisecond voltage sag that caused four  
16 pipe extrusion lines to go down, scrapping 3,180 pounds of material. We subsequently lost  
17 10,753 pounds of product we could not produce while the machines were down—lost  
18 production we can never get back.

19 **Q HAVE YOU REVIEWED INDIVIDUALIZED RATE IMPACT PROJECTIONS**  
20 **FOR CHARLOTTE PIPE IF THE P3 FALL BASE PORTFOLIO IS**  
21 **IMPLEMENTED AS PROPOSED BY DUKE?**

1 A Yes, Charlotte Pipe analyzed the rate impacts of the Carbon Plan on our two major North  
2 Carolina plants. Our Monroe plastics plant, which is a DEC customer, is projected to see  
3 monthly rates *nearly double* from 2024 to 2038 based on bill impacts associated with  
4 proposed new generation assets called for by Duke’s most recent Carbon Plan filing—but  
5 this is not an *all-in* cost projection.

6 We do not view this as meeting the “least cost” requirement of HB 951, nor do we  
7 view this as a “reasonable step,” contrary to what is required by law as the Carbon Plan is  
8 implemented.<sup>1</sup>

9 The picture is more dire for our 72-MW foundry in Oakboro, North Carolina. If the  
10 Oakboro Foundry was to become a DEC retail customer, its monthly electricity costs would  
11 *triple* by 2038—again, taking into account only the costs and associated rate impacts of  
12 new generation resources selected in the Carbon Plan.

13 These projected rate hikes are incremental to the 24.1% increase from 2021 to 2024  
14 shown in the figure above. These rate increases are unsustainable, and it is simply not  
15 possible for any manufacturer to pass electricity rate increases of this magnitude on to  
16 customers and hope to keep those customers.

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<sup>1</sup> See G.S. 62-110.9.

1   **Q    IN YOUR OPINION, IS IT FAIR TO SAY THE PROJECTED RATE IMPACTS**  
2       **RELATED TO THE CPIRP AS PROPOSED BY DUKE POSE AN EXISTENTIAL**  
3       **THREAT TO CHARLOTTE PIPE’S ABILITY TO CONTINUE DOING**  
4       **BUSINESS IN NORTH CAROLINA?**

5    A    Not many businesses can absorb doubling or tripling of their energy costs and remain in  
6        business, as we would be unable to pass such massive price increases along to our  
7        customers to cover our costs. Our customers would be forced to buy from producers not  
8        subject to such high electric rates—most likely foreign producers who pollute heavily and  
9        make relatively few efforts to reduce their reliance on fossil fuels compared to the United  
10       States.

11           The completely predictable consequence of driving manufacturing out of North  
12        Carolina is that these manufacturing facilities will end up operating abroad in countries  
13        where they are still building new coal-fired electric generating facilities. Instead of  
14        reducing emissions, Duke’s Carbon Plan would ironically result in *increasing* global  
15        emissions.

16           We have already seen where we are headed. Europe is about a decade ahead of us  
17        in its electricity generation decarbonization efforts and the result has been significant  
18        demand destruction/erosion in energy-intensive industries and the de-industrialization of  
19        the continent, with many permanent closures of industrial capacity in Europe that will not  
20        come back.

21           In a similar but slightly different context, the Public Staff has noted that much  
22        higher electricity rates would make it “increasingly difficult, if not impossible, to recruit

1 new economic development into DEP’s service territory[.]”<sup>2</sup> Worse, “the higher electricity  
2 costs will likely drive out existing businesses.”<sup>3</sup> Over time, higher electricity rates will  
3 make North Carolina less attractive for Charlotte Pipe as we consider where to make future  
4 capital investments in our plants.

5 **Q ARE YOU FAMILIAR WITH THE PROJECTED RATE IMPACTS ASSOCIATED**  
6 **WITH EARLY COAL RETIREMENT AND REPLACEMENT THAT WERE**  
7 **SOCIALIZED WITH MEMBERS OF THE NORTH CAROLINA GENERAL**  
8 **ASSEMBLY IN 2021 BEFORE HOUSE BILL 951 WAS SIGNED INTO LAW?**

9  
10 **A** Yes. In a bill impact analysis provided to the NC General Assembly by the Public Staff in  
11 2021, incremental residential rate impacts were expected to be \$1 dollar per month by 2030  
12 and \$1 per month by 2035 for DEP, and \$5 per month by 2030 and \$3 per month by 2035  
13 for DEC. In just under three years since House Bill 951 was signed into law, these cost  
14 estimates have now skyrocketed for residential customers to be just shy of \$60 per month  
15 by 2033 and \$80 per month by 2038 for DEP, and just over \$50 per month by 2033 and  
16 just under \$80 per month by 2038 for DEC. Attached hereto and identified as Exhibit  
17 BDM-1 is a true and accurate copy of the Public Staff’s bill impact analysis dated July 9,  
18 2021, which was socialized among members of the NC General Assembly before they  
19 ultimately voted in favor of enacting HB 951 into law.<sup>4</sup>

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<sup>2</sup> Tr. vol. 23, p. 97, Docket No. E-100, Sub 179 (Testimony of Public Staff witness James McLawhorn).

<sup>3</sup> *Id.*

<sup>4</sup> As noted on the face of the Public Staff’s bill impact analysis, attached hereto and identified as Exhibit BDM-1, the Public Staff’s bill impact analysis was prepared as of July 9, 2021, based on review of the bill then pending in the House. Upon information and belief, no additional rate impact analysis was prepared by the Public Staff of the version of the bill introduced in the Senate or ultimately passed by the General Assembly.



1           What’s more alarming is Duke Energy has yet to provide any Carbon Plan-related, let  
2 alone *all-in*, rate increase projections for industrial customers for the planning horizon  
3 (through 2038). Instead, Duke’s non-residential customers have been forced to extrapolate  
4 potential rate increases from projected residential impacts. We suspect the shocking  
5 residential rate projections will pale in comparison to what industrial customers could  
6 expect to pay to achieve carbon neutrality.

7           A fundamental problem with the vertically integrated monopoly utility model is that  
8 utilities can recover the full cost of an asset, plus the guaranteed opportunity to earn a pre-  
9 determined rate of return, even if that asset turns out not to be necessary to serve load, is  
10 not the most cost-effective means of serving load, does not contribute to maintaining or  
11 improving grid reliability as required by G.S. 62-110.9(3), and/or is substituted or  
12 cancelled despite already being recovered in rates through Multi-Year Rate Plans  
13 (MYRPs). Duke has every incentive—and opportunity—to gold-plate its generation  
14 system, not to mention the related transmission buildout and network upgrades, in the name  
15 of “load growth” and “carbon emissions reductions.” It is incumbent upon the NC Utilities  
16 Commission to be exceedingly judicious, erring on the side of caution, to prevent this from  
17 happening.

18           It would be fairer to ratepayers, who at present are being asked to shoulder virtually all  
19 of the risks of Duke overbuilding and overspending as it implements the Carbon Plan, if  
20 even some of these financial risks could be shifted from customers to the utility’s  
21 shareholders. G.S. 62-110.9 requires the Commission merely to take “all *reasonable* steps”  
22 to achieve the State’s aspirational CO2 emissions reductions goals.<sup>5</sup> It does not require

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<sup>5</sup> Emphasis added.

1 achieving the emissions reductions goals at *any* cost or at *any* impact to the reliability of  
2 the electric grid. The Commission should consider implementing rate mitigation measures  
3 associated with Carbon Plan spending to protect ratepayers from some of this extraordinary  
4 risk and exposure.

5 **Q HOW DO THE PROJECTED RATE IMPACTS PROVIDED BY THE PUBLIC**  
6 **STAFF TO THE NC GENERAL ASSEMBLY COMPARE TO PRESENT-DAY**  
7 **RATE IMPACT PROJECTIONS?**

8 A They are night and day; a complete juxtaposition.

9 What is also concerning is that we do not have transparency on *total all-in* Carbon  
10 Plan costs, nor projected costs that are not related to implementation of the Carbon Plan.  
11 However, the current estimate is jaw dropping enough – \$149 billion, or nearly 5x  
12 North Carolina’s current biennial budget.

13 We can see where we are headed. Electric rates under California utility PG&E have  
14 increased 127% in the past decade along with surging costs for wildfire prevention and  
15 grid upgrades. It is my understanding that nearly a quarter of the PG&E’s customers are  
16 now delinquent on their bills.

17 **Q ARE YOU AWARE THAT HOUSE BILL 951 (ENACTED INTO LAW AS**  
18 **S.L. 2021-165) REQUIRES ONLY THAT THE NCUC TAKE “ALL REASONABLE**  
19 **STEPS” TO ACCOMPLISH THE CO2 EMISSIONS REDUCTION GOALS SET**  
20 **FORTH THEREIN?**

21 A Yes, I am aware of that language. The bill requires steps taken toward the *aspirational*  
22 *goals* (not mandates) of carbon reduction to be “reasonable.” Duke and the NCUC must  
23 also comply with “current law and practice” regarding “least cost planning of generation”

1 and any steps taken must “maintain or improve upon the adequacy and reliability of the  
2 existing grid.”<sup>6</sup>

3 What the bill lacks, however, are consensus definitions of the “least-cost” path,  
4 “most reliable” path, and what does and does not constitute a “reasonable” step. Our current  
5 nuclear facilities are by far the lowest-cost, most efficient, most reliable, fully  
6 zero-emissions generation source available. There is absolutely no way to replace any of  
7 our preexisting nuclear generation with any other source of generation without making  
8 electricity cost more and emit more CO<sub>2</sub>.

9 **Q IN YOUR OPINION, DOES THE CPIRP AS PROPOSED BY DUKE**  
10 **CONSTITUTE A “REASONABLE STEP” IN LIGHT OF THE PROJECTED**  
11 **COSTS AND ASSOCIATED RATE IMPACTS?**

12 No, the CPIRP as proposed by Duke does not constitute a “reasonable step” considering  
13 the projected capital costs and associated rate impacts. How do we know this will  
14 effectively reduce emissions and is worth the exorbitant cost and risk to reliability? In short,  
15 we don’t. None of this to me constitutes “reasonable steps” as the North Carolina General  
16 Assembly intended.

17 **Q IN YOUR OPINION, SHOULD NORTH CAROLINA CONSIDER EXTENDING**  
18 **THE TIMELINE FOR ACHIEVING THE CO2 EMISSIONS REDUCTIONS SET**  
19 **FORTH IN HOUSE BILL 951 TO ENABLE A LESS COSTLY ENERGY**  
20 **TRANSITION?**

21 Retiring all of North Carolina’s 8,400 MW baseload coal-fired power plants — 30% of the  
22 state’s generation — is at the heart of NCUC’s Carbon Plan. At the same time, Duke

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<sup>6</sup> G.S. 62-110.9.

1 estimates we need to add significantly more new generation capacity above and beyond the  
2 capacity needed to replace the retiring 8,400 MW of coal-fired generation just to meet  
3 expected demand (assuming all the new predicted demand is under contract and not just  
4 speculative load based on economic development potential).

5 Last year, the North American Electric Reliability Corporation (“NERC”) made it  
6 clear for the first time that energy policy is a threat to reliability. A copy of NERC’s  
7 December 2023 Long-Term Reliability Assessment is attached to my testimony and  
8 identified as Exhibit BDM-2. According to the NERC, most of North America is at  
9 elevated/high risk of electricity shortfalls between 2024-2028.

10 Despite these warnings, under HB 951 North Carolina intends to shutdown  
11 baseload generation before the end of these units’ economically useful lives, all while  
12 demand for power grows exponentially, while at the same time driving up need for higher  
13 reserve margin (and therefore higher capital costs). In my view, baseload generation should  
14 replace baseload generation to maintain enough power to meet the growing demand.

15 To avoid rationing and black outs, we need to extend the timeframe for  
16 implementation of HB 951’s aspirational emissions reduction goals unless/until DEP and  
17 DEC have merged and accelerate the transition to carbon-free nuclear power. Based on the  
18 reality of state’s power needs, in my opinion, these are the only “reasonable steps” that can  
19 be taken without harming the state’s economic development or driving ratepayers into  
20 energy poverty.

21 **Q TURNING NOW TO RELIABILITY, CAN YOU TELL US WHY RELIABILITY**  
22 **IS IMPORTANT TO CHARLOTTE PIPE’S OPERATIONS?**

1 As noted above, carefully balancing supply with demand every minute of the day, 365 days  
2 a year is increasing more difficult as more numerous variables and complexities are added  
3 to the system. A simple voltage sag can disrupt Charlotte Pipe’s plastic extrusion lines,  
4 abruptly shutting down machines or otherwise damaging equipment, causing electrical  
5 fires, and destroying product.

6 Charlotte Pipe has serious concerns that Duke Energy may not be able to ensure the  
7 reliability and resiliency of North Carolina’s grid. We’ve already seen the dramatic and  
8 near catastrophic rolling black outs and volatile grid conditions over the Christmas holiday  
9 in 2022. If that situation had happened on a normal working day instead of a holiday  
10 weekend, the results would have been catastrophic – or at a minimum, would have posed  
11 a far greater hardship for North Carolina businesses and residents.

12 **Q WHAT CAN HAPPEN IN ONE OF YOUR FACILITIES IF IT EXPERIENCES**  
13 **EVEN A MOMENTARY POWER FLICKER?**

14 **A** The consequences of power quality incidents for Charlotte Pipe are very costly in scrapped  
15 product, lost production time, cost of equipment repair, and unproductive and misaligned  
16 labor. More important than the economic impacts, they also pose a safety hazard in that  
17 they can cause fires, putting life and limb at risk. You can see from the table below from  
18 2022 how extremely short duration sags can take out multiple extrusion lines at our plants.

19  
20  
21  
22  
23

**TABLE 1: MOMENTARY POWER INTERRUPTIONS IN 2022 AT CHARLOTTE PIPE'S PLASTICS FACILITIES IN MONROE, NC**

Event	Date	Duration	Event Summary		
			Voltage Sag	# lines Down	Cause
1	3/18/2022	32ms	70%	11	Unknown
2	5/27/2022	23ms	71.90%	3	High Winds
3	5/28/2022	33ms	70.50%	3	high winds
4	6/25/2022	14ms	67.60%	11	Bad Thunder storms
5	7/2/2022	65ms	57.90%	4	severe Thunderstorms
6	7/6/2022	64ms	59.60%	1	unknown
7	7/14/2022	47ms	68.60%	1	Storm

**Q IN YOUR OPINION, SHOULD NORTH CAROLINA CONSIDER EXTENDING THE TIMELINE FOR ACHIEVING THE CO2 EMISSIONS REDUCTIONS SET FORTH IN HOUSE BILL 951 TO ENSURE DUKE WILL BE ABLE TO ADEQUATELY SERVE LOAD, ENSURE THAT RELIABILITY IS MAINTAINED OR IMPROVED, AND MITIGATE DETRIMENTAL EFFECTS ON RATEPAYERS?**

**A** Yes, extending the timeline for achieving the CO2 emissions reductions set forth in House Bill 951 would be a “reasonable step” within the statute as written, particularly given the discretion delegated to the Commission in implementation of the aspirational CO2 emissions reduction goals. I have strong reason to believe several members of the North Carolina General Assembly who were involved with the enactment of House Bill 951 would agree with this statement, particularly under the circumstances of unconstrained upward pressure on electric rates. Carbon emissions reduction goals and corresponding deadlines are inherently arbitrary. North Carolina should slow down and ensure reliability to meet explosive demand and allow innovation to catch up.

However, in my view, North Carolina should take it a step further and use the flexibility within HB 951 to require that Duke model a scenario in which DEP and DEC

1 are able to share capacity for planning purposes and be incredibly judicious with the  
2 Near-Term Actions it approves to protect ratepayers against the risks and exposure  
3 associated with Duke overbuilding and overspending. If for some reason either of the  
4 aforementioned are not possible, the Commission should consider pausing or delaying  
5 steps toward achieving North Carolina's aspirational CO2 emissions reductions targets  
6 until the planned merger and integration between DEC and DEP is completed. This will  
7 help to protect ratepayers against the risks and exposure associated with Duke overbuilding  
8 and overspending, as well as the ongoing regulatory risk posed by the possibility that South  
9 Carolina rejects capital investments related to the implementation of North Carolina's  
10 Carbon Plan, which in turn exposes North Carolina ratepayers to the risk that Duke Energy  
11 will attempt to recover those costs that would have otherwise been allocated to South  
12 Carolina ratepayers from North Carolina ratepayers instead.



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**BRADFORD D. MULLER**

**Vice President, Corporate Communications  
Charlotte Pipe and Foundry Company**

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Brad is a marketing and communications strategist with more than thirty years of experience in public and corporate affairs, international and government relations, manufacturing and business marketing, crisis management and media training, and more.

Brad spent nearly a decade in Washington, DC, including stints with the U.S. State Department and Edelman Worldwide, the largest public relations and public affairs agency in the world.

Currently, Brad leads government affairs, marketing and corporate communications for Charlotte Pipe and Foundry Company, a fifth-generation, family-owned manufacturer based in North Carolina. Founded in 1901, Charlotte Pipe and Foundry is the leading U.S. producer of cast iron and plastic pipe and fittings for plumbing systems.

Brad worked for the U.S. State Department's Agency for International Development (A.I.D.) in the George H.W. Bush Administration as a desk officer, managing foreign aid programs for Afghanistan and later for Bulgaria and Albania after the 1989 fall of the Berlin Wall.

At Edelman, Brad worked for the late Michael Deaver, former Deputy Chief of Staff to President Ronald Reagan, on a variety of public affairs and international relations issues, including the passage of the North American Free Trade Act (NAFTA).

Brad is very active within the metalcasting industry and his local community, including:

- Leadership roles over the last decade with the American Foundry Society, including incoming president of AFS in 2023, the Cast Iron Soil Pipe Institute and the Municipal Casting Association.
- Providing written and verbal testimony as an industry representative and subject matter expert on manufacturing and regulatory matters before two U.S. House of Representatives subcommittees and the Small Business Administration.
- Advisor to the U.S. Department of Commerce Industry Trade Advisory Committee on Steel and Iron (ITAC) since 2014.
- Member of the U.S. Chamber of Commerce Labor Relations Committee since 2008.
- Served on boards of the YMCA of Greater Charlotte, the Charlotte Chamber of Commerce, the North Carolina Chamber, the John Locke Foundation, and the Charlotte Mecklenburg Police Foundation (former board chair).



## PROFESSIONAL EXPERIENCE

### **CHARLOTTE PIPE AND FOUNDRY COMPANY – CHARLOTTE, NC**

#### **Vice President of Corporate Communications, 2002 – Present**

- Senior management with fiduciary responsibility as an Officer of the company
- Corporate spokesperson and media contact
- Active role in various industry trade associations
- Leads the company's Government Affairs practice
- Responsible for marketing and branding strategic planning and execution

### **PRICE / MCNABB – CHARLOTTE, NC**

#### **Senior Account Executive, 1995 – 2002**

- Managed corporate branding, advertising and public relations programs for numerous clients, including Square D Company and its French parent, Schneider Electric.

### **EDELMAN WORLDWIDE – WASHINGTON, D.C.**

#### **Account Supervisor, 1993 - 1995**

- Developed and executed strategic communications, media relations and public affairs programs for a variety of clients, including the Portuguese Trade Commission; the Embassy of India; the city of St. Petersburg, Russia; and Bank of Boston's Global Initiative.

### **U.S. STATE DEPARTMENT, AGENCY FOR INTERNATIONAL DEVELOPMENT – WASHINGTON, D.C.**

#### **A.I.D. Desk Officer and Special Assistant, 1989 - 1993**

Special Assistant to the Assistant Administrator for Europe, April 1991 – January 1992

- Responsible for a range of operational, advisory, and supervisory activities for the Assistant Administrator for the Bureau for Europe. Supervised Executive Secretariat operations and personnel.

Desk Officer, Bureau for Europe, March 1990 – April 1991 / January 1992 – February 1993

- Directed and supervised \$90 million assistance program for Albania, a \$34 million aid package for Bulgaria and an annual \$20 million U.S. contribution to the International Fund for Ireland.
- Primary liaison for communicating A.I.D. policy and program details to U.S. Embassy staff overseas and host country officials in Washington. Traveled extensively overseas to supervise aid programs in-country.

Temporary A.I.D. Representative to Albania, January 1992

- Monitored economic and humanitarian assistance in-country for the U.S. Ambassador, including delivery and distribution of critical U.S. food shipments via Greece.

Project Officer, Afghanistan Task Force, May 1989 – March 1990

- Working in Washington and in Pakistan, collected and analyzed data concerning UN and other donor activities related to refugee assistance programs.

**PRESIDENTIAL TRANSITION TEAM / WHITE HOUSE STAFF – WASHINGTON, D.C.**

- Office of Presidential Personnel, November 1988 – May 1989

**BUSH / QUAYLE '88 PRESIDENTIAL CAMPAIGN – WASHINGTON, D.C.**

- Scheduling Office, July – November, 1988

<b>EDUCATION</b>
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**KENYON COLLEGE, Gambier, Ohio** Bachelor of Arts, Political Science, 1988