

Wired Group

Principal and Associate Biographies



Paul Alvarez MM, President

Mr. Alvarez has 25 years' experience in product management and product development with Motorola, Baxter Healthcare, Searle (now Pfizer) Pharmaceuticals, and Xcel Energy. He's spent 15 years in the electric utility industry, building significant experience in demand-side management program and rate design, benefit measurement, marketing, and regulation. He has similar experience in utility renewable energy compliance and the design of renewable generation incentive programs and rates.

Paul led teams that completed the only two comprehensive, independent cost-benefit evaluations and effectiveness reviews of high-profile smart grid deployments, including SmartGridCity™ for Xcel Energy in 2010 and Duke Energy's Ohio deployment for that state's Public Utilities Commission in 2011. He published his first book, *Smart Grid Hype & Reality – A Systems Approach to Maximizing Customer Return on Utility Investment* in 2014. He serves as an adjunct professor at the University of Colorado's Global Energy Management Program, where he teaches "Electric Technologies, Markets, and Policy"; and at Michigan State University's Institute for Public Utilities, where he teaches "Distribution Utility Performance Measurement" and "an Introduction to Grid Modernization". He has testified or presented evidence in utility cases before regulators in California, Colorado, Kansas, Maryland, Massachusetts, and Ohio.

Mr. Alvarez has a well-rounded business background. He has held roles with full P&L responsibility, including VP for geographic region with \$50 million in annual revenue and almost 300 employees in 4 states. He has also managed large, complex projects to successful completion, including consulting engagements and product development efforts with 7 figure budgets. He holds a master's degree in Management from the Kellogg School at Northwestern University and an undergraduate degree in Finance and Marketing from the Kelley School of Business at Indiana University.



Thomas Carter, EE, Technical Consultant

Mr. Carter has over 30 years' experience developing and managing conservation, load management, and renewable energy programs for investor-owned utilities. Along with the marketing aspects of these programs he also managed technical electric and data communications issues between equipment vendors and distribution grid operations and planning. Tom has served as technical liaison with a variety of stakeholders in developing and securing approval for conservation and load management programs in New Mexico, Texas, and Colorado. Mr. Carter has testified and presented evidence before the Colorado Public Utility Commission. He is a veteran of the U.S. Air Force, and holds a Bachelor's degree in Electrical Engineering from the University of Colorado.



Dennis Stephens, EE, Technical Consultant

Mr. Stephens has over 35 years' experience in electric distribution grid design, operation, and management as an engineer, manager, and executive at Public Service of Colorado (Xcel Energy). During his tenure Dennis served as Director of Electric and Gas Operations, Director of Electric Asset Strategy, and Director of Utility Innovation and Smart Grid Investment. He is particularly comfortable at the intersection of Information and Operations Technology as a result of his leadership role in Xcel Energy's groundbreaking SmartGridCity™ project in Boulder, Colorado. In this project Dennis architected, implemented, and operationalized grid hardware and software from ABB, Accenture, IBM, and Siemens, among others. Dennis and his team received a coveted Edison Award for their work in Utility Innovations.

Mr. Stephens has testified and presented evidence before the California and Colorado Public Utilities Commissions. He is a veteran of the U.S. Air Force, and holds a Bachelor's degree in Electrical Engineering from the University of Missouri at Rolla.



William (Bill) Steele MBA, Technical Consultant

Mr. Steele spent 34 years with the Colorado Public Utilities Commission as Staff expert in utility economics, accounting, and ratemaking issues. He has specific expertise in revenue requirements, cost-of-service, cost of capital, and rate design. These experiences enable him to understand how to apply traditional regulatory principles to emerging regulatory issues in the public interest. Bill is also an instructor at New Mexico State University's Center for Public Utilities.

Mr. Steele has testified and presented evidence in scores of electric and telecom utility cases before the Colorado Public Utilities Commission, and holds a Bachelor's degree in Business Administration from the University of Northern Colorado and an MBA from the University of Phoenix.



Jonathan Falk MS, Business Consultant

Mr. Falk has worked in the utility space for over 15 years with extensive experience developing energy efficiency and demand response programs. He is particularly experienced in developing programs that offer customers electronic access to usage and demand data in multiple formats – self-service, exception reporting, real time, next day, and more. Jonathan also has direct experience engaging customers, and held primary responsibility for marketing usage data access services to Xcel Energy customers from 2001 to 2010. Jonathan has a BS degree in Biology from Wilfred Laurier University (Ontario) and an MS degree in Ecology from Western Ontario University, and is a Certified Energy Manager.



Dan Magill MM, Business Consultant

Mr. Magill has more than 20 years' experience in B2B and B2C marketing and advertising, including Ryder (trucks), US West (now Century Link), and Alberto-Culver (consumer products). Dan is also a seasoned project manager, having developed and launched several large marketing campaigns. At the Wired Group, Dan serves as subject matter expert on customer engagement, which our research indicates is the greatest single driver of smart meter value. His experience helps our clients avoid smart meter backlash, maximize participation in key programs (including time-differentiated rates, prepayment, and detailed usage data access), and report smart grid value to customers. Dan also pitches in to help grow the Wired Group's client base and manage Wired Group marketing efforts from time to time. He holds a bachelor's degree from Colorado College, and a master's degree in management from the Kellogg School at Northwestern University.



Jessica Sharkey MS, Senior Business Analyst

Ms. Sharkey has over 10 years' experience helping utilities improve operations and business performance through process development, project management, business intelligence/data analysis, performance measurement, and budgeting. She helped implement cloud-based and data warehouse IT solutions for large distribution utilities such as Colorado Springs Utilities and the Connecticut Municipal Electric Energy Cooperative, and has led business intelligence/data analysis functions. Jessica has a BA degree in Communications with a minor in Mathematics as well as an MS degree in Global Energy Management, both from the University of Colorado.