

Terri Walters

With over 30 years of experience in government, academia, and the private sector, I am an internationally-recognized expert in sustainable energy market development. I combine knowledge in a wide range of policies, financing mechanisms, and effective program design with political experience and in-depth knowledge of the range of clean energy technologies. I have a proven track record of advancing the clean energy transition by identifying market opportunities, engaging stakeholders and crafting innovative solutions.

EXPERIENCE

KATEVAN CONSULTING, LLC

2009-present

Owner: Manage every aspect of small consulting firm focused on renewable energy projects and clean energy markets. Work primarily falls into two categories; support for developers and utilities on renewable energy projects and work with government officials on policy and market development.

- **Renewable Energy Projects:** Support renewable energy developers, entrepreneurs and utilities with project development including assessments of technical, financial, resource, environmental justice, and regulatory feasibility; partnership development and project finance. Have provided in-depth analysis on dozens of clean energy projects throughout the United States primarily involving wind, solar, hydropower and energy storage.
- **Policy and Market Development:** Provide policy and project support to domestic and international government entities to expand the use of renewable energy. Served as a clean energy policy expert and senior policy advisor to the G20-funded Clean Energy Solutions Center. Sample projects include:

Storage Member, Long Duration Energy Storage (LDES) National Consortium Tiger Team on Policy and Regulations. Led by Sandia National Laboratory, the consortium includes government and industry representatives across the US in an effort to resolve key commercialization hurdles for LDES.

Ecuador Assessed the feasibility of achieving 100% renewable power in the Galapagos Islands. Work included HOMER analysis to estimate optimum type, quantity and location of renewable resource to meet projected loads, financial impacts of conversion and an action plan for moving towards their goal.

APEC Co-author of APEC committee's guidance to meet regional renewable energy goals. Provided detailed policy action plans both for financing renewable energy development and for building the regional workforce capacity required to meet targets.

California Hired to review a variety of technology innovation projects funded by the California Energy Commission and to evaluate their future market potential.

FEMP Served as principal author and project director for *Guide to Integrating Renewable Energy into Federal Construction*, a Federal Energy Management Program technical guide. Coordinated dozens of Federal stakeholders to develop scope, solicited input from technical experts, and crafted the technical guide.

UNIVERSITY OF COLORADO BOULDER

Jan 2022-present

Faculty, Leeds School of Business: Teaching Assistant Professor, Social Responsibility and Sustainability (SRS) division. Faculty advisor for the Social Responsibility & Ethic certificate for undergraduates. Fellow, Renewable and Sustainability Institute – a joint institute between CU Boulder and the National Renewable Energy Laboratory.

- **MGMT/CESR 4130 Sustainable Operations:** an overview of sustainability fundamentals from energy to resource use to waste combined with an investigation of the implications for business operations in a variety of sectors.
- **BCOR 1015 The World of Business:** class reviews the nature of business in a global economy by exploring the economic, governmental, social and environmental context in which businesses operate. Discussed how businesses creates value and take advantage of opportunities and challenges.

NATIONAL RENEWABLE ENERGY LABORATORY

Senior Project Leader II: In both the State and Local Initiatives and Deployment Programs offices, devised technical assistance, policy and outreach programs to increase the deployment of renewable energy and energy efficiency technologies throughout the United States and in developing countries. Examples of specific efforts include:

USDA	Designed and implemented the <u>Rural Energy for America Program</u> (REAP) as part of a 4-person USDA/NREL joint team. REAP has since funded billions of dollars in rural clean energy projects. Crafted the regulation, established NEPA guidelines for projects, provided trainings for USDA offices, led program outreach, and managed the technical review for 1000+ energy projects.
Energy Access	Principal author of <u>Policies to Spur Energy Access</u> , guidelines and case-studies to help developing countries accelerate electricity access for underserved populations through public-private models. Developed concept and oversaw input from dozens of international authors and organizations.
Training	Frequent educator on renewable technologies, policies and strategies for range of audiences including legislators, regulators, utilities, and other energy officials. Developed training programs and accessible materials to expand state officials' understanding of renewable energy technology and support the adoption of new policies and programs.
Technical Assistance Program	Developed the award-winning DOE Technical Assistance Program as a new model for federal/state collaboration on energy projects. The multimillion-dollar program engaged experts across the national laboratory system to assist with real-time state and local technical issues.
Solar/ NABCEP	Served on core DOE team to identify and remove technical and policy barriers to adoption of distributed solar technologies, particularly photovoltaics. Founding chairperson of the industry certification program, <u>National Board of Certified Energy Practitioners (NABCEP)</u>
Wind Powering America	As part of DOE wind deployment team, provided guidance to the WPA team on state specific issues. Worked with state officials to inform policy decisions, increase collaboration, address environmental issues, and identify new revenue and financing opportunities.
External Positions	Energy Advisory Board Member, National Conference of State Legislatures Associate Member, National Association of State Energy Officials

U.S. DEPARTMENT OF ENERGY

Chief of Staff to the Assistant Secretary for Policy and International Affairs: Managed all operations of DOE division responsible for policy formulation, international activities and strategic planning. Responsible for personnel issues in 220 employee office including budgeting and staffing. Provided analyses and key recommendations for Secretary of Energy on a variety of topics. Provided strategic support to several Secretary-led trade missions and supported negotiations with a variety of international and domestic partners.

Regional Manager, Office of Energy Exports: Assessed energy and environmental markets in selected foreign countries and coordinated DOE activities to promote U.S. exports. Key projects: managed an international trade mission on industrial efficiency and coordinated a multiagency effort for a "peace pipeline" in the Middle East.

Deputy Director, Energy Policy Development: Co-author/editor of *Sustainable Energy Strategy: Clean and Secure Energy for a Competitive Future*, the U.S. national energy policy plan released by President Clinton in 1995. Managed all aspects of policy plan development including recruiting hundreds of national experts for policy forums, overseeing agency technical experts, writing and editing various report chapters, and managing interagency review process.

Chief of Staff to the Assistant Secretary for Congressional and Intergovernmental Affairs: Oversaw office that handled DOE interaction with Congress and state and local officials. Handled operational responsibilities for Assistant Secretary, including personnel issues, coordination of Senate confirmation hearings, strategic planning, and outreach efforts to Congress on key policy issues for U.S. Department of Energy. Coordinated all logistics for 1993 bilateral energy meetings between U.S. Secretary of Energy and Russian Prime Minister Viktor Chernomyrdin.

Special Assistant for the Transition: As the President-elect's transition staff member for the U.S. Department of Energy, managed industry-experts in assessing key issues to brief incoming Administration. Also served as White House Liaison to coordinate staffing of the agency for the new Administration.

POLITICAL CONSULTANT

Worked as political consultant for Democratic candidates and organizations including gubernatorial, Senate and presidential campaigns. Key roles included:

Democratic National Committee, Southwest Regional Fundraising Director, 1992: Directed all fundraising events and finance staff in the Southwest region (Texas, Oklahoma, Colorado). Worked with network of energy CEOs to gather energy policy feedback for presidential campaign.

Oklahoma Democratic Party, Executive Director, 1990-1991. Managed all aspects of a state political party: media, statewide outreach, voter targeting, fundraising, staffing, and managing party activities including conventions.

FRITO-LAY, INC.

Process Development Engineer: In R&D group, performed experimental analyses and design modifications to refine prototype food processing manufacturing line. Oversaw construction and commissioning of multimillion-dollar full-scale manufacturing line.

EDUCATION/AWARDS

Master of Business Administration

Purdue University (Global)

Graduation Feb 2025. GPA 4.0, Delta Mu Delta academic honor society.

Bachelor of Science, Mechanical Engineering

University of Texas at Austin

Emphasis in Energy and Fluid Systems. National Merit Scholar, General Motors Scholar plus elected to Tau Beta Pi and Pi Tau Sigma academic honor societies. Recipient of multiple college awards including Outstanding ME Senior.

Major Awards:

NREL Technology Transfer Award: For developing the "DOE Technical Assistance Program" to leverage national laboratories' expertise to support clean energy market development.

U.S. Department of Agriculture Secretary's Honor Award: For developing & implementing the "Rural Energy for America Program" clean energy financing program.

SELECTED PUBLICATIONS/WORKSHOPS

Walters, T. (2023) "Sustainable Consulting Workshop," Center for Ethics and Sustainable Responsibility, Leeds Business School, University of Colorado Boulder, Feb 2023.

Walters, T. (2022) "Due Diligence Report for Shepaug and Stevenson Hydroelectric Projects (Housatonic River Project, FERC No. 2576): A Review of Environmental, Natural Resource, Socioeconomic and Cultural Impacts," Katevan Consulting. *NOTE: Listed as an example of private consulting reports—most of which are restricted by NDAs*

Walters, T., Gilman, P., Newcomb, C., (2018) "Galapagos Islands: Analysis of Options for a Transition to 100% Renewable Energy and Recommendations for Next Steps," Katevan Consulting. *Prepared for the Clean Energy Solutions Center at the request of the Government of Ecuador, Ministry of Electricity and Renewable Energy.*

APEC Energy Working Group/ Expert Group on New and Renewable Energy Technologies, (2017) "Filling the Gap to Double Renewable Energy in the APEC Region," Asia Pacific Economic Cooperation [*Contributing author to chapters on Financing Mechanisms and Capacity Building*]

Walters, T., (2017) "Strategy for Reaching the Goal of Doubling Renewable Energy in the APEC Region," Presentation to APEC Energy Working Group, South Korea.

Walters, T., Rai, N., et al. (2015) "Policies to Spur Energy Access" Technical Report NREL/TP-7A40-64460, National Renewable Energy Laboratory [*Volume 1: Engaging the Private Sector in Expanding Access to Electricity & Volume 2: Case Studies of Public-Private models to Finance Decentralized Electricity Access*]

Cox, S., Walters, T., Esterly, S. & Booth, S., (2015) "Solar Power Policy Overview and Good Practices," National Renewable Energy Laboratory, NREL/TP-6A20-64178

S. Cox, T. Walters, V. Healey, R. Benioff, et al. (2014-2015) "Clean Energy Solutions Center: Renewable Energy and Energy Efficiency Policy Brief Series," National Renewable Energy Laboratory

Walters, T., (2013) "Maurice Ile Durable Fund: An Assessment of Phase 2 of the Solar Water Heating Scheme," Katevan Consulting. *Prepared for the Clean Energy Solutions Center at the request of the Ministry of Environment and Sustainable Development of the Republic of Mauritius.*

Walters, T., Healey, V., Beattie, D., et al., (2012) "Guide to Integrating Renewable Energy in Federal Construction", Federal Energy Management Program.

Walters, T., (2009) "Feasibility Study for Hoisington Wind, LLC," July 2009. *Representative of dozens of feasibility studies conducted for renewable energy developments.*

Walters, T., Forsyth, T., Stanley, R., (2007) "Renewable Energy: Training Workshops for State Energy Officials," National Renewable Energy Laboratory

Walters, T., Savage, S. & Brown, J., (2006) "USDA Section 9006 (Rural Energy for America Program): Status and Energy Benefits of Grant Awards in FY 2003–2005," Technical Report NREL/TP-710-40465, National Renewable Energy Laboratory.

Walters, T., (2005) "USDA Finances Wind for Rural Economic Development," American Wind Energy Association (AWEA) WindPower 2005 Conference, Denver, Colorado, NREL/PO-500-38155

Walters, T. Flowers, L., (2003) "Wind Energy and State Lands: A Wind Powering America Workshop", National Renewable Energy Laboratory.

Walters, T., (1998) "State Energy Alternatives (An Interactive Guide to Renewable Energy Policies and Resource Maps for Policymakers)", National Renewable Energy Laboratory, 1998

Chupka, M., Walters, T., Becker, W., et al. (1995) "Sustainable Energy Strategy" (National Energy Policy Plan), U.S. Department of Energy. Transmitted to Congress by William J. Clinton on August 4, 1995.