

Terry Morford

Energy Strategies Consultant

Office: 2088 Hall Circle
Livermore, CA 94550

Mobile: (925) 724-7335
Home: (925) 960-0387
Email: tmorford@sbcglobal.net

Summary

Extensive Business, Program, Project, and Change Management experience in leading, managing, and organizing successful teams of diverse people in operation, maintenance, construction, and business management functions related to electric energy delivery.

Specialties

- Strategic Business Planning
- Program and Project Management
- Development of Labor Strategies and Labor Negotiations
- Organizational Change Management
- Construction, Startup, Operations, and Maintenance experience for:
 - Hydroelectric, Geothermal, and Fossil Fuel Power Plants
 - Electric substations, transmission and distribution lines

Experience

Morford Energy Consulting

August 2009 – Present

- Consultant for Energy Strategies including Renewable Energy Projects and construction, maintenance, and operations of generation plants and electric transmission lines.

Senior Director - Pacific Gas & Electric

September 2006 – August 2009

- Energy Delivery – Business Projects
Led development of the Transmission & Distribution Line-of-Business labor strategy initiatives. Business lead on the Management Team negotiating the Company proposed working condition changes with the IBEW and ESC Unions. Lead for the Company Service Continuity Contingency Planning work supporting the 2008 General Negotiations with IBEW and ESC Unions that represented approximately 14,000 PG&E employees. Developed the initial Transmission & Distribution Three Year Operating Plan and the associated Quarterly Business Reviews that monitored progress toward achieving Company strategic goals and objectives.
- Energy Delivery – Operations Integration / Chief of Staff
Responsible for implementing Change Management and Change Readiness activities in support of the Business Transformation Initiatives that impacted 8,000 Energy Delivery employees. Developed and led activities that included targeted supervisor workshops and showcases, deployment planning for improvement initiatives, and integration of change communication into the normal course of business meetings. Also responsible for the establishment, alignment, tracking, and analysis of key initiatives using key metrics for Energy Delivery that targeted over \$100M in savings.

Program/Project Management, Engineering, Construction, Maintenance & Operations Management

Pacific Gas & Electric

November 1985 – September 2006

- Senior Director responsible for engineering, operations, project services, maintenance, and construction work on electric substations and transmission circuits.
- Director responsible for various electric equipment maintenance and replacement programs and for PG&E's vegetation management program.
- On the core team that developed business transformation roadmap for Energy Delivery and Asset Management.
- Director responsible for management of all major Electric T&D projects. Responsible for Electric Transmission business team as part of the PG&E Plan of Reorganization.
- Management of planned project work and performed maintenance & construction work at electric transmission lines and substations.
- Responsible for maintenance and operation of all PG&E hydro-generation facilities.
- Plant Manager responsible for Hunters Point & Potrero Fossil Power Plants and for the Oakland Combustion Turbine Units.
- Responsible for providing engineering, environmental, technical support, and project services for fossil & geothermal units.
- Responsible for transmission line and substation maintenance & construction work from Modesto and Santa Cruz south to Santa Barbara.
- Responsible for crafts, technicians, and engineers providing maintenance, construction, on-site engineering, and contracting services to fossil and geothermal units.
- Responsible for managing major electric transmission development projects.
- Responsible for operation & maintenance of electric transmission and substation facilities from San Jose to Santa Barbara.
- Onsite construction manager for completion of low load modifications and start-up testing of Moss Landing Power Plant.
- Project Manager for the completion and/or closeout of Geysers Geothermal Units 16-22.

Electrical & Mechanical Power Plant Construction and Startup Testing

Pacific Gas & Electric

September 1977 – October 1985

- Resident Engineer responsible for all onsite electrical & mechanical construction work and unit startup for the 110MW geothermal Unit 16 at Geysers, California.
- Resident Engineer responsible for all onsite electrical & mechanical construction work and unit startup of the three 400MW underground hydroelectric pump storage units at Helms in the Sierra Nevada east of Fresno, California.
- Resident Engineer responsible for all onsite electrical & mechanical construction work and unit startup of the 140MW Kerckhoff II underground hydroelectric powerhouse.
- Startup Engineer for three underground hydroelectric units at Helms.
- Construction Engineer responsible for electric work associated with Helms.
- Field Engineer responsible for initial mechanical & electric scheduling and construction bid work on Helms Pumped Storage Power Plant.
- Field Engineer responsible for installation and testing of various plant systems at Moss Landing Power Plant, near Monterey, California.

Engineer

Westinghouse Electric Company - Engineering

February 1976 – September 1977

- Responsible engineer for pumps used in coolant charging systems and ion exchangers used in the U.S. Naval Reactors Program.

Officer

US Army

June 1970 – January 1976

- Captain, Instructor, U.S. Army Infantry School instructor on TOW and Dragon antitank missiles.
- Lieutenant, 1st Armored Division, U.S. Army Europe. Served as a mechanized infantry platoon leader, as an antitank platoon leader, and as a company executive officer.
- Lieutenant, graduated from Infantry Officer Basic, Airborne, Jumpmaster, and Ranger training at Fort Benning, Georgia.

Education

United States Military Academy at West Point

BS Engineering, General Engineering

1966 – 1970

Additional Information

Groups and Associations

Energy & Utilities Network

Gridwise & Smartgrids

Project Management Institute (PMI) member of the SFBA Chapter and Utility Construction Industry Special Interest group

Certified Project, Program & Portfolio Managers

U.S.M.A Network

Honors and Awards

Project Management Professional PMI Certification from 1991 to 2002