

PATRICK E. MCCULLAR
BIOGRAPHICAL SKETCH AND RESUME

BRIEF:



Mr. McCullar is the President and owner of Smart Perspectives, LLC, (www.smartperspectivesllc.com), an advisory and consulting company exclusively serving the electric utility industry. Mr. McCullar has 30 years of experience and expertise in utility construction, operations and regulatory management of generation and transmission assets. He has recently served as the Strategic Advisor-Special Projects for American Municipal Power, Inc. (www.amppartners.org). McCullar is the past President & CEO of the Delaware Municipal Electric Corporation, Inc. (DEMEC), a Delaware Generation and Transmission Utility (www.demecinc.net). Patrick has played a principal leadership role in the PJM Interconnection (www.pjm.com) Stakeholder Process as Past Chair of the PJM Member's Committee, serving on the PJM Board Liaison Committee, Finance Committee, Nominating Committee, and as Representative of the Electric Distributor's Sector. Mr. McCullar is also a founding member of the PJM Public Power Coalition, which represents Load Serving Entities and Transmission Dependent Utilities at PJM. Mr. McCullar is a past Chair of the Delmarva Peninsula Planning Association, a regional transmission and distribution planning group composed of all electric utilities on the Delmarva Peninsula. Mr. McCullar served as a Board Member of the American Public Power Association (www.appanet.org); American Municipal Power, Inc. (www.amppartners.org); and The Transmission Access Policy Study Group (www.tapsgroup.org). Mr. McCullar has served as a registered lobbyist for Public Power utilities and organizations at the Federal and State level. Mr. McCullar has testified before the U.S. Congress and is a frequent technical speaker at FERC, PJM, and national technical conferences. Patrick holds degrees in Business Administration and Accounting from the University of Missouri.

Skills: A decisive, well organized and results oriented leader with extensive experience and expertise in the electric industry whose energetic, creative, and competitive spirit is committed to improving the efficiency and reliability of utility operations. Mr. McCullar has a proven record of creating value for stakeholders in a cost-effective way through a tradition of hard work, honesty, integrity, and professionalism. Mr. McCullar has spent his entire career advocating the interests and advancement of the electric utility industry.

President & Owner, Smart Perspectives LLC

2021-Present

An advisory and consulting company exclusively serving the electric utility industry. The consulting company assists electric utilities and related energy industry companies in the areas of utility operations, construction, and regulatory management of the company and its generation and transmission assets, as well as strategic advice concerning operational efficiency.

Financial Consultant, Customized Energy Solutions, Ltd

2024 to Present

Leading an international project team implementing financial process improvement, software implementation and systems integration for a large energy information technology and services company providing hosted energy market operations platforms and services world-wide. Locations in the United States (5), Canada, India, Japan, Vietnam, Dubai and the Netherlands.

Strategic Advisor-Special Projects. American Municipal Power, Inc.

2021 to Present

Served as strategic advisor to the CEO and Executive Management Team of one of the largest Joint Action Agencies in the nation which provides wholesale power supply for 130+ municipal electric systems, serving load in nine states and 565,000 end-use customers. 2021 Assets \$6.5 Billion, Revenues \$1.1 Billion.

Chairman, President & CEO, Delaware Municipal Electric Corporation

1994 to 2021

Leadership of a Generation and Transmission electric utility representing nine municipal electric utilities. Full requirements Load Serving Entity (LSE) for eight distribution utilities in Delaware. Mr. McCullar grew the agency from a nascent mutual cooperation group to a full-service generation and transmission utility with total assets of \$300 Million and annual sales of \$150 Million in 2020. Generation plant development, financing, and operations. Power supply acquisition, direct and on-behalf of capital finance, wholesale and retail contract negotiation, guidance and policy setting, legislative representation in Federal and State matters, technical consulting, and administration. Served as Chairman of the Board May, 1994 to April, 1997.

PJM Interconnection Association, LLP

1998 to 2021

Served as 2005 Chair of the PJM Members' Committee, the primary stakeholder governance body. Sector Representative for the Electric Distributor Sector Members. Member Finance Committee. Served on the first stakeholder Nominating Committee to select candidates for the PJM Board of Directors. Founding member of the PJM Public Power Coalition, representing the interests of municipal and cooperative Load Serving Entities.

Board of Directors. American Municipal Power, Inc.

2011 to 2021

Served as Corporate Treasurer, Executive Committee Member and Director for Delaware on the board of one of the largest Joint Action Agencies in the nation which provides wholesale power supply for municipal electric systems, serving load in nine states and 565,000 end-use customers.

Board of Directors. American Public Power Association

1997 to 2004, and 2009 to 2015

Leadership for the national association of 2,000 public power systems for the purposes of communication, education, and policy avocation. Former Chairman, Membership Committee.

Board of Directors. Transmission Access Policy Study Group

2011 to 2013

Leadership for transmission advocacy for a robust transmission grid and competitive wholesale electric markets. TAPS was organized in 1989 as an informal association of transmission-dependent electric utilities to advocate for the improvement of the transmission grid in America. Now representing utilities in more than thirty states, the organization recently incorporated to better fulfill its mission.

Formerly:

Chief Financial Officer, City of Newark, Delaware	1992 to 1997
Chief Financial Officer, City of St. Charles, Missouri	1986 to 1992
Water/Sewer Utility Accounting Manager, City of Kansas City, Missouri	1982 to 1986
City Auditor, City of Kansas City, Missouri	1979 to 1982
State Auditor's Office, State of Missouri	1978 to 1979
Front Office Staff, Kansas City Chiefs Football Club	1975 to 1978

Graduate of University of Missouri, 1978, Business Administration and Accounting

Personal:

Married to Cathy McCullar, a career Registered Nurse, for 48 years. Three children, John, Erin, Bryan; and seven grandchildren. Community Involvement: Knights of Columbus, Boy Scouts of America, Coach for Baseball, Softball, and Junior Olympic Volleyball teams.