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SCHOOL of LAW

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March 25, 2022

VIA ELECTRONIC FILING

Mr. Bernard Logan, Clerk
c/o Document Control Center
State Corporation Commission of Virginia
Tyler Building - First Floor
1300 East Main Street
Richmond, Virginia 23219

RE: Application of Virginia Electric and Power Company for approval and certification of the Coastal Virginia Offshore Wind Commercial Project and Rider Offshore Wind

Case No. PUR-2021-00142

Dear Mr. Logan:

Enclosed for filing in the above-captioned proceeding is the **Direct Testimony of Dr. Mark Little, Ph.D.**, which consists of a 1-page summary, 52 pages of questions and answers, and four attachments, labeled ML-1, ML-2, ML-3, and ML-4. Dr. Little's testimony is being filed on behalf of the Sierra Club and is being filed in a **public version only**.

If you should have any questions regarding this filing, please contact me at (434) 924-4776, or via email at cjaffe@law.virginia.edu

Regards,

A handwritten signature in black ink that reads 'Cale A Jaffe'.

Cale Jaffe
Stephen Wald
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CERTIFICATE OF SERVICE

I hereby certify that the following have been served with a true and accurate copy of the **Direct Testimony of Dr. Mark Little, Ph.D.**, by electronic mail only:

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DATED: March 25, 2022



Cale Jaffe, Univ. of Virginia School of Law
Counsel to Sierra Club

Witness Direct Testimony Summary

Witness: Dr. Mark Gabriel Little, Ph.D.

Title: Exec. Director and Co-founder of CREATE, Univ. of North Carolina-Chapel Hill

Summary: The Sierra Club presents the Direct Testimony of Dr. Mark Gabriel Little, Ph.D., who provides an analysis of the Company's Economic Development Plan (the "Plan"), submitted as part of the CVOW Project application pursuant to Virginia Code § 56-585.1:11 D. Dr. Little is the Executive Director and Co-founder of CREATE, a multi-state economic development center at the University of North Carolina-Chapel Hill. Dr. Little's testimony is organized as follows:

- Part I: Introduction and Qualifications
- Part II: Basics of an Economic Development Plan
- Part III: Developing Metrics and Timetables for the Plan
- Part IV: Personnel and Internal Structures
- Part V: Workforce and Supply Chain
- Part VI: Access to Capital
- Part VII: Conclusion and Recommendation

Dr. Little concludes that Dominion's Plan is not sufficient to meet the diversity, equity, and inclusion targets outlined in Va. Code § 56-585.1:11 D. He recommends that the Virginia State Corporation Commission direct the Company to file a revised Economic Development Plan, with revisions needed to: (1) articulate a clear vision on DEI; (2) identify/track specific metrics, and set targets for achieving those metrics; (3) incorporate structural changes to how personnel are assigned responsibility for DEI initiatives and report on DEI progress; (4) prepare to address DEI barriers in the workforce and supply chain with Original Equipment Manufacturers ("OEMs"), Tier 1 suppliers, and others; and (5) address barriers on access to capital for local-owned businesses, veteran-owned businesses, and businesses in historically economically disadvantaged communities.

In terms of specific metrics and tracking progress on the goals of Va. Code § 56-585.1:11 D, Dr. Little advises that the Company collect data on employees within the Company, OEMs, and Tier 1, 2, and 3 suppliers as well as data on the ownership of OEMs, and Tier 1, 2, and 3 suppliers. At a minimum, the following data should be collected: (a) veteran status of each employee and owner; (b) number and proportion of employees and owners by specific racial and ethnic demographics (i.e., Black, Latinx, Indigenous, Asian); (c) geographic address (or census tract) of each employee and owner; and (d) salary (or salary category) of each employee. Additional, relevant metrics are discussed in the testimony.

An overarching theme of Dr. Little's testimony is that success in implementing any Economic Development Plan will be defined by progress in achieving specific outcomes, not by the number of informational sessions that might be organized. Stated differently, it will be about results, not just process. Thus, Dr. Little recommends that the Commission require the Company to file a revision to its Plan within six (6) months of the Commission's Final Order in this docket and require the Company to file detailed progress reports every six (6) months thereafter.

**COMMONWEALTH OF VIRGINIA
BEFORE THE STATE CORPORATION COMMISSION**

Application of Virginia Electric & Power Company

For approval and certification of the Coastal Virginia Offshore Wind Commercial Project and Rider Offshore Wind, pursuant to § 56-585.1:11, § 56-46.1, § 56-265.1 et seq., and § 56-585.1 A 6 of the Code of Virginia

Case No. PUR-2021-00142

Direct Testimony of Dr. Mark Little, Ph.D.

on Behalf of the Sierra Club

March 25, 2022

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ATTACHMENTS

- ML-1: C.V. of Dr. Mark Little, Ph.D.
- ML-2: Company Response to Sierra Club Interrogatory, 1st Set, Question 6
- ML-3: Company Response to Sierra Club Interrogatory, 3rd Set, Question 13
- ML-4: Company Response to Sierra Club Interrogatory, 3rd Set, Question 14

PART I: INTRODUCTION AND QUALIFICATIONS

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Q. Please state your name, title, and employer.

A. My name is Mark Gabriel Little. I am the Executive Director and Co-founder of CREATE, a multi-state economic development center at the University of North Carolina Chapel Hill.

Q. What is the CREATE center?

A. CREATE is a university center focused on building new wealth in distressed communities and operates four major programs: NCGrowth; Anchor Institutions Create Economic Resilience (AICER); Homegrown Tools; and Black Communities Conference. Through these programs, CREATE provides technical assistance to businesses, governments, and other large organizations to create good jobs, accelerate businesses, build new wealth, and develop sustainable communities.

We produce and promote academic and applied research that will empower communities to build more equitable economies. We work with policymakers at the local, state, and national level to implement policies that will provide opportunities for all communities and all people to prosper. We host unique convenings for community leaders, business leaders, policymakers, academics, and other practitioners to learn, share, and connect. We provide on-the-ground technical assistance in North Carolina, South Carolina, and other communities in the eastern United States. Our research, policy work, and convenings are national and international in scale.

1 **Q. Please summarize your professional and educational experience.**

2 A. I have more than a decade of experience in economic development, earth and
3 environmental sciences, community engagement, and international development.

4
5 As previously mentioned, I am the executive director of an economic development center
6 at UNC Chapel Hill, and I hold a B.A. in Earth and Planetary Sciences from Harvard
7 University as well as a Ph.D. in Geology and Geophysics from Rice University. I am also
8 an inaugural policy fellow at the E Pluribus Unum Fund, an organization that builds
9 programs and initiatives focused on advancing equity and addressing systemic racism in
10 the American South and championing transformative policy change.

11
12 I also have experience as an Independent Energy Development Consultant, and I am
13 currently the President-Elect of the Geological Society of America. While at the Kenan
14 Institute, I have contributed to several reports on energy topics such as *Assessing the*
15 *Economic Impact of Alternative Biomass Uses: Biofuels, Wood Pellets, and Energy*
16 *Production* (2015); *North Carolina's Role in the Global Biomass Energy Market* (2013);
17 and *Electricity in Eastern North Carolina* (2011).

18
19 As executive director of CREATE, I have spent much of my time at UNC focused on
20 economic and community development issues. CREATE generates economic prosperity
21 through direct technical assistance, academic research, and policy development. Our
22 award-winning NCGrowth program is designated an U.S. Economic Development
23 Administration University Center and is creating higher-than-average salary, private-

1 sector jobs in distressed communities across North Carolina and South Carolina.
2 Recently, my *Black Economic Futures* (2022) report was published by the Kenan
3 Institute. I have also been involved with many economic development conferences
4 including the founding of *Black Communities: A Conference for Collaboration*, where I
5 was a Co-Chair from 2017-2021. In 2019, I was also a Co-Chair for the *Closing the*
6 *Wealth Gap Conference*.

7
8 A copy of my CV is included as **Attachment ML-1**.

9
10 **Q. Have you previously testified before the Virginia State Corporation Commission**
11 **(“Commission”)?**

12 A. No.

13
14 **Q. Aside from your C.V., do you have any other attachments that you are sponsoring**
15 **with your testimony?**

16 A. Yes. The Company’s response to the Sierra Club’s 1st Set of Interrogatories, Question 6,
17 is included as **Attachment ML-2** to my testimony. The Company’s response to the Sierra
18 Club’s 3rd Set of Interrogatories, Question 13 is included as **Attachment ML-3** to my
19 testimony. And the Company’s response to the Sierra Club’s 3rd Set of Interrogatories,
20 Question 14, including Attachment Sierra Club Set 03-14 (JL), is appended as
21 **Attachment ML-4** with my testimony.

1 **Q. On whose behalf are you testifying in this hearing?**

2 A. I am testifying on behalf of the Sierra Club. The Sierra Club is a nonprofit conservation
3 organization with over 800,000 dues-paying members nationwide and approximately
4 20,000 dues-paying members in Virginia, focused on facilitating a diverse, inclusive
5 movement that addresses the environmental and social justice issues in the United States.
6 As part of its mission, the Sierra Club advocates for the enjoyment of natural treasures,
7 access to clean air and water, and healthy communities for its members and for everyone
8 in the Commonwealth. With strong emphasis on environmental justice principles, this
9 advocacy includes working to ensure that offshore wind resources are developed in a way
10 that is fair, equitable and beneficial to all Virginians.

11

12 **Q. Why did Sierra Club decide to intervene?**

13 A. It is my understanding that the Sierra Club supports the just development of the Coastal
14 Virginia Offshore Wind Project, also known as the CVOW Project. I think the Sierra
15 Club hopes that the Commission will require Dominion to implement a clear vision on
16 the economic development aspects of the CVOW Project, using high-fidelity metrics and
17 employing a broad set of tactics to maximize the Economic Development Plan's success
18 as it relates to Virginia Code § 56-585.1:11 D.

19

20 **Q. What is the focus of your testimony?**

21 A. My testimony is focused on an evaluation of Dominion's Economic Development Plan
22 (the "Plan"), which was filed as part of the Company's Generation Appendix, Attachment
23 VI.A. While my testimony does not offer a legal opinion, on the advice of counsel, I

1 understand that Virginia Code § 56-585.1:11 D directs the Commission to review the
2 Plan, taking into account “the following considerations:”

3 “(i) options for utilizing local workers; (ii) the economic development benefits of
4 the project for the Commonwealth, including capital investments and job creation;
5 (iii) consultation with the Commonwealth's Chief Workforce Development
6 Officer, the Chief Diversity, Equity, and Inclusion Officer, and the Virginia
7 Economic Development Partnership on opportunities to advance the
8 Commonwealth's workforce and economic development goals, including
9 furtherance of apprenticeship and other workforce training programs; (iv) giving
10 priority to the hiring, apprenticeship, and training of veterans, as that term is
11 defined in § 2.2-2000.1, local workers, and workers from historically
12 economically disadvantaged communities; and (v) procurement of equipment
13 from Virginia-based or United States-based manufacturers using materials or
14 product components made in Virginia or the United States, if reasonably available
15 and competitively priced.”

16 With that statutory framework in mind, I provide an analysis of Dominion’s Economic
17 Development Plan and provide recommendations for how the Plan should be
18 strengthened to meet the statutory goals of § 56-585.1:11 D.

19 **Q. Please describe any other elements of the Company’s Application that you wish to**
20 **address.**

21 A. In addition to reviewing Dominion’s Economic Development Plan, I also reviewed the
22 XODUS Report and Mangum Report. The Company relies on both of these reports
23 throughout the Plan.

24
25 **Q. Based on your analysis of the Company’s Application, what is your**
26 **recommendation?**

27 A. I recommend that the Commission direct the Company to file a revised Economic
28 Development Plan, within six months of any approval of the CVOW Project, with
29 revisions to: (1) include a clear vision; (2) identify, track and report relevant metrics

1 every six months and set ambitious, progressive targets; (3) make (or highlight) personnel
 2 structure changes within the Company; (4) address barriers to economic development
 3 impact in the workforce and supply chain; and (5) address capital access barriers for
 4 local-owned businesses, veteran-owned businesses, and businesses in historically
 5 economically disadvantaged communities. The Company should also be required to file
 6 progress reports, as described in subsequent testimony, every six months thereafter.
 7 These steps will help ensure that Dominion sets clear goals and determines strategies to
 8 achieve them, eliminating the current ambiguities that threaten Dominion’s ability to
 9 meet the development and hiring objectives described in the statute. I address these
 10 issues in the following five sections:

11 Part II: Basics of an Economic Development Plan

12 Part III: Developing Metrics and Timetables for the Plan

13 Part IV: Personnel and Internal Structures

14 Part V: Workforce and Supply Chain

15 Part VI: Access to Capital

16

17 **PART II: BASICS OF AN ECONOMIC DEVELOPMENT PLAN**

18 **Q. What is your understanding of why the Company prepared an Economic**
 19 **Development Plan?**

20 A. It is my understanding, based on advice from counsel to the Sierra Club, that the
 21 Economic Development Plan is required to be included in the Company’s application for
 22 the CVOW Project pursuant to Virginia Code § 56-585.1:11 D. I have focused my

1 analysis on a few of the key metrics identified in that section of the Code: in particular,
2 the hiring of local workers, veterans, and “workers from historically economically
3 disadvantaged communities.”
4

5 **Q. What are the main pillars of the Economic Development Plan?**

6 A. The Company’s Economic Development Plan: (A) estimates the economic impact of the
7 construction and operation; (B) outlines a local workforce development strategy; (C)
8 delineates activities to engage potential suppliers in Virginia; and (D) summarizes the
9 needed goods and services.
10

11 Overall, the Plan lays out the Company’s strategy for utilizing local workers to fill the
12 approximately 900 construction jobs and 1100 operational jobs that are anticipated. That
13 strategy is centered on meeting with partners related to workforce development and co-
14 hosting events with a variety of partners in the workforce and business community
15 throughout the Hampton Roads region and Virginia.
16

17 **Q. Is the Company’s Plan sufficient to meet the diversity, equity, and inclusion targets**
18 **in Va. Code § 56-585.1:11 D?**

19 A. No. For the reasons explained in my testimony, I recommend that, as part of any
20 approval of the CVOW Project, the Commission direct the Company to file a revised
21 Economic Development Plan to ensure that the targets in Va. Code § 56-585.1:11 D can
22 be met. I further recommend that the Commission direct the Company to include

1 progress towards these targets in subsequent reporting to the Commission every six
2 months in order to demonstrate that the statutory targets are in fact being met.
3

4 **Q. Does the Plan identify any pitfalls that need to be addressed?**

5 A. The estimate of the broad economic impact in the Plan is derived from an IMPLAN
6 analysis in the Mangum Report. However, there are several concerns highlighted in the
7 XODUS Report that should be explicitly addressed in a revision to the Plan.
8

9 One challenge of the IMPLAN-based estimate is that “to date there is no common
10 consensus on the number of jobs created or maintained through investment in OSW
11 projects”¹ unlike the economic impact from other, more mature industries in the United
12 States. The XODUS Report goes on to allege that the “OSW industry has seen a
13 decrease in the number of FTE jobs required to support the development of projects over
14 the past decade.”² The implication of this observation is that workforce efficiencies that
15 are now impacting the wind industry in Europe may be helpful in bringing costs of the
16 overall project down. But the flip side is that those same efficiencies also have the
17 potential of decreasing the workforce demands of the project. The takeaway here is that
18 special care needs to be paid to the entire workforce associated with the CVOW Project,
19 including employees of the Company and employees of all suppliers. A revised Plan
20 would help ensure that the economic development benefits that are anticipated are
21 actually achieved.

¹ XODUS Group Ltd, Hampton Roads Supply Chain Analysis Project Report 53 (2021) [hereinafter XODUS Report].

² *Id.*

1 **Q. How do you recommend that the Company prepare for this uncertainty?**

2 A. The Plan should include explicit targets based on both numbers of employees to be hired
3 and percentages of employees from different sectors identified in the Virginia Code: local
4 hires, veterans, and those from historically economically disadvantaged communities.
5 The Plan then needs to lay out a process to meet those targets. Only in this way will the
6 Plan ensure that the kinds of economic impacts anticipated by Va. Code § 56-585.1:11 D
7 are realized. Furthermore, great care should be taken in the design of the offshore wind
8 hiring process as this Project will have a foundational impact on how the entire offshore
9 wind industry develops in the United States (and possible North America writ large).³

10
11 **Q. Based on your analysis, are there ways in which the Plan can be strengthened?**

12 A. There are many ways that the Plan should be strengthened to meet the goals of § 56-
13 585.1:11 D. Throughout this testimony, I provide specific strategies designed to be
14 included in a revised Plan that will allow Dominion to meet the economic goals of the
15 Virginia Clean Economy Act (“VCEA”), as outlined in §56-585.1:11 D, and that are
16 consistent with and promoting the Company’s corporate mission of “creating a diverse
17 and inclusive workplace that reflects the communities we serve.”⁴

18
19 The Company may have non-disclosed plans for additional economic development-
20 related activities beyond those submitted in the Plan; however, any such activities should
21 be included in the Plan as well. The explicit inclusion of all necessary planned activities

³ Mangum Economics LLC, Potential Impact of the Development of the Offshore Wind Energy on Hampton Roads and Virginia 20-22 (2020) [hereinafter Mangum Report].

⁴ *Our Company*, <https://www.dominionenergy.com/our-company> (last visited March 17, 2022).

1 is the only way to maximize the economic impact of the project for the benefit of all
2 stakeholders—including the Company itself. To begin, there are a series of internally-
3 focused actions that Dominion should include in the Plan: articulation of a clear vision;
4 identification and tracking of metrics; setting ambitious, progressive targets; and making
5 (or highlighting) structural, personnel changes (e.g., hiring of Diversity, Equity, and
6 Inclusion officers) within the Company.

7
8 **Q. Why is it important for Dominion to articulate a clear vision as part of its Economic**
9 **Development Plan?**

10 A. The Plan states that “actions alone under this plan will not produce the desired economic
11 development and job impacts desired.”⁵ This is also true of all aspects of the Plan
12 including workforce, supplier, and equipment manufacturing related goals. One way to
13 think about this challenge is to recognize that a primary purpose of the CVOW Project is
14 to produce energy without producing the carbon emissions of legacy fossil fueled
15 thermoelectric generators. It is possible for the CVOW Project to fully meet that primary
16 purpose (providing zero-carbon power) without meeting *any* of the economic benefits
17 outlined in § 56-585.1:11 D. This scenario could have all of the climate benefits while
18 simply recreating the current disparities in high-value employment opportunities,
19 contracting, wealth creation, and community development.

20
21 For the CVOW Project to achieve the goals outlined in § 56-585.1:11 D, the existing
22 workforce and contracting systems, privileges, and access to economic opportunity will

⁵ Economic Development Plan, Generation Appendix, Attachment VI.A, at 137.

1 need to be disrupted with new strategies, oversight, persistent tracking, dedication of
2 resources, and dogged persistence. Along with Dominion and the Commonwealth, there
3 are numerous other partners identified in § 56-585.1:11 D that share the burden of
4 meeting the VCEA goals and therefore, need to be part of the solution. A clear vision,
5 stated explicitly in the Economic Development Plan, is the only way to articulate to all
6 interested parties where the Company is headed and how it intends to get there.

7
8 Furthermore, process and strategies are only useful to the extent that they create
9 demonstrable progress towards achieving the vision outlined in the Plan. If any activities
10 undertaken as part of the Plan are not achieving their intended outcomes, a clear vision
11 provides the Company and its partners the flexibility to pursue alternative strategies.

12
13 **Q. Can you provide any examples of an organization taking a comprehensive, vision-**
14 **driven approach to economic development?**

15 A. Yes. There are many municipalities, nonprofit organizations, and multinational
16 corporations that have achieved very ambitious workforce and supplier diversity goals by
17 invoking a powerful vision and detailed, progressive action plans. To give a few
18 examples, All-In Cities has worked on plans with Philadelphia, Pennsylvania, St. Paul,
19 Minnesota, and Richmond, Virginia, among many others.⁶ University Hospitals in
20 Cleveland, Ohio has developed and implemented a *Building Healthier Communities*

⁶ *Equitable Contracting and Procurement, All-In Cities Policy Toolkit*, ALL-IN CITIES (last visited March 21, 2022), <https://allincities.org/toolkit/contracting-and-procurement>.

1 plan.⁷ The 28 members of the Billion Dollar Roundtable⁸ are corporations that spend at
 2 least \$1 billion with non-white and woman-owned suppliers every year. Two of the
 3 members of the Roundtable are energy providers (Exelon and Pacific Gas & Electric) and
 4 many others are also in highly regulated industries, producing cutting-edge products and
 5 managing complex supply chains (e.g., Stellantis and Cummins).

6
 7 Like many of these firms, Dominion has a powerful corporate vision that includes
 8 supplier diversity⁹ and, more recently, a public commitment to workforce diversity and
 9 other equity and inclusion goals.¹⁰ In other words, Dominion is well-positioned to
 10 develop a stronger, more explicit Economic Development Plan that better addresses the
 11 issues outlined in Va. Code § 56-585.1:11 D.

12
 13 **Q. Can you provide a specific example of how a clear vision might change the content
 14 and implementation of the Company's Plan?**

15 A. The current Plan relies heavily on what are “reasonable” outcomes without specifying
 16 how they will be achieved. For example, the Mangum Report suggests that it “is
 17 reasonable to anticipate that new businesses will locate in Hampton Roads to serve a
 18 growing offshore wind energy industry.”¹¹ However, all of the work that Dominion will
 19 need to undertake to help achieve those “reasonable” outcomes is absent from the Plan.

⁷ DAVID ZUCKERMAN, HOSPITALS BUILDING HEALTHIER COMMUNITIES 96-109 (The Democracy Collaborative, March 2013) <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/Zuckerman-HBHC-2013.pdf>.

⁸ BILLION DOLLAR ROUNDTABLE, <https://billiondollarroundtable.org/> (last visited March 21, 2022).

⁹ Dominion Energy, *Supplier Diversity & Partnerships*, <https://www.dominionenergy.com/suppliers/supplier-diversity-and-partnerships> (last visited March 17, 2022).

¹⁰ DOMINION ENERGY, 2020 DIVERSITY, EQUITY, & INCLUSION REPORT (2020) <https://www.dei.dominionenergy.com/>.

¹¹ Mangum Report at 1.

1 This is a missed opportunity. The Plan needs to set goals and metrics—aligned with an
2 ambitious vision—and clarify strategies to achieve specific goals in a proactive, non-
3 passive way.

4 In the same vein, much of the Plan expresses a general intent to “engage with economic
5 development authorities, business trade organizations, and businesses,”¹² to “continue to
6 engage with the Chief Officers regarding activities and accomplishments,”¹³ to “engage
7 website registrants,”¹⁴ and “to continue outreach and engagement with minority civic and
8 business organizations.”¹⁵ The Plan also includes undefined efforts “to discuss
9 developing a plan to identify the apprenticeships,”¹⁶ and the intent to share wide ranges
10 of types of information at unspecified times the future¹⁷. Given this level of ambiguity,
11 Dominion is at serious risk of not meeting any defined economic development and hiring
12 objectives. The Commission should require more detail to ensure that the goals
13 underlying § 56-585.1:11 D are achieved. If Dominion were to revise its plan, including
14 a strong, detailed vision, the Company would then bring clarity to the processes required
15 to meet the VCEA’s objectives.

16
17 **Q. Will the Plan you envision be consistent with the Company’s corporate mission?**

18 A. Yes. Dominion’s corporate mission, as stated on the Company’s website, is to “become
19 the most sustainable energy company in the country.”¹⁸ The Company further defines its

¹² Economic Development Plan, Generation Appendix, Attachment VI.A, at 141.

¹³ *Id.* at 142.

¹⁴ *Id.* at 143.

¹⁵ *Id.* at 149.

¹⁶ *Id.* at 143.

¹⁷ *See id.* at 10, section f; ; *see also id.* at 15 section 3.

¹⁸ *Our Company*, <https://www.dominionenergy.com/our-company> (last visited March 17, 2022).

1 mission as: (1) “Delivering Reliable, Affordable, Clean Energy Sustainability;” and
2 “Protecting the Environment;” (2) “Serving Our Customers and Communities” and
3 “Empowering Our People;” and (3) “Creating Value For Our Shareholders.”¹⁹ We can
4 think of those goals as fitting into three, simple concepts: *profits*, *planet*, and *people*. In
5 other words, the focus is on: investors seeking financial security and profit; addressing
6 the environmental impact and remediation necessary that comes from generating
7 electricity; and the broader societal impact of working with and on behalf of people who
8 bring a diverse set of economic concerns to the table. A revised economic development
9 plan that ensures meaningful progress on equity in hiring and contracting is essential to
10 living out many of the Company’s stated values.

11
12 **Q. Please explain why a vision is a necessary part of the Economic Development Plan.**

13 A. Including a vision in the Economic Development Plan ensures that the people and
14 communities identified in § 56-585.1:11 D benefit from development of the CVOW
15 Project. Specifically, a vision can chart a path forward on hiring locals, veterans, citizens
16 from historically economically disadvantaged communities, and from Virginia-based
17 suppliers broadly.

18
19 A clear vision will enable the entire Dominion team to view economic development—and
20 a supplier/workforce that reflects the community served—as an opportunity that is
21 aligned with Dominion’s core mission. Below I offer four concepts that could serve as
22 the basis for an economic development vision for the CVOW Project. I have chosen

¹⁹ *Id.*

1 concepts that are at the nexus of Dominion’s existing corporate commitments to
 2 sustainability and the requirements of § 56-585.1:11 D.

3
 4 a) **Diversity.** Diversity is a sound strategy for financial success. Different people with
 5 different backgrounds bring new ideas and opportunities. The U.S. Department of
 6 Defense has recently elevated supplier diversity as key to both developing innovative
 7 products and finding price-savings.²⁰ As stated in Dominion’s 2020 Diversity, Equity, &
 8 Inclusion Report, “Drawing on the broadest possible candidate pool to find top-tier talent
 9 sets us up for long-term success by making us a stronger, more agile company — and a
 10 more innovative one, too.”²¹

11 b) **Customer Inclusion.** As a public utility, Dominion has a special relationship with its
 12 rate-paying customers because energy is a necessary component of modern life.
 13 Therefore, the economic opportunities created in the operation of the utility should
 14 benefit those same ratepayers.²²

15 c) **Equity.** The inclusion of the word “historically” in the statutory term “historically
 16 economically disadvantaged communities” invokes a desire to overcome past inequities.
 17 The Commonwealth of Virginia and the United States have a well-documented history of
 18 subjugation and extermination of Indigenous peoples, enslavement of Africans, and legal
 19 discrimination against Asians. Just by nature of its long history as Virginia-based

²⁰ OFF. UNDER SEC’Y DEF. ACQUISITION & SUSTAINMENT, STATE OF COMPETITION WITHIN THE DEFENSE INDUSTRIAL BASE (Feb. 2022) <https://media.defense.gov/2022/Feb/15/2002939087/-1/-1/1/STATE-OF-COMPETITION-WITHIN-THE-DEFENSE-INDUSTRIAL-BASE.PDF>.

²¹ DOMINION ENERGY, 2020 DIVERSITY, EQUITY, & INCLUSION REPORT 9 (2020) <https://www.dei.dominionenergy.com/>.

²² TIM LOHRENTZ, CONTRACTING FOR EQUITY 4 (Insight Center for Community Economic Development, 2015) https://racialequityalliance.org/wp-content/uploads/2015/12/GARE-Contract_For_Equity.pdf (discussing inclusive contracting).

1 company, Dominion Energy's own history is intertwined with this past.²³ The CVOW
2 Project is an opportunity to help address these historical injustices in a very direct way.

3 d) **Energy Justice.** This project has the potential to change the future of energy production
4 in the United States and help the Commonwealth transition to a zero-carbon electricity
5 grid – a transition required by the VCEA. Climate change threatens coastal communities
6 including the broader Hampton Roads region, and disproportionately impacts
7 communities of color and people with fewer economic resources. By clearly connecting
8 these overlapping issues in a comprehensive sustainability vision for the CVOW Project,
9 Dominion has an opportunity to be the loadstar for the offshore wind industry and for
10 American energy production more broadly.

11
12 **PART III: DEVELOPING METRICS AND TIMETABLES FOR THE PLAN**

13 **Q. Why should the Company include metrics in the Economic Development Plan?**

14 A. To turn any vision into action, it is essential to include specific, verifiable metrics in the
15 Economic Development Plan. Regularly reporting on progress toward achieving those
16 metrics will help the Commission keep the Company accountable for living up to the
17 goals outlined in § 56-585.1:11 D.

18

²³ The corporation has even traced its own roots back to the late 1700s and the Upper Appomattox Company, which was chartered to improve navigation and commercial development on the James River. *See* Dominion Energy, *Early History* (2008) (last visited March 21, 2022) <https://web.archive.org/web/20080914083205/http://www.dom.com/about/history.jsp>. For more on the history of Black business development in Virginia, *see also* SHENNETTE GARRETT-SCOTT, *BANKING ON FREEDOM* (Columbia Univ. Press 2019).

1 Simply put, it will not be possible to determine the success of any proposed activity in the
2 Plan without tracking a wide range of metrics associated with the operations of the
3 Company, all suppliers, and other partners. Professor Matthew Chorpenning and
4 colleagues at Portland State University have written that “The need for readily available
5 and accurate data accompanied by clear goals in minority contracting cannot be
6 overstated.”²⁴

7

8 **Q. How do the metrics provide benefit to stakeholders and the Commission?**

9 A. Metrics are essential for transparency, which allows for better communication to potential
10 suppliers regarding timing, costs, pricing, and customer buy-in. Transparency is the only
11 way to hold Tier 1/OEM firms accountable for meeting the supplier-related goals of the
12 Plan.

13

14 This is consistent with the findings of the Company’s XODUS Report. That report states,
15 “OEM/Tier 1s have indicated that while Developers encourage good faith negotiations
16 with local content suppliers, setting hard requirements through negotiations would give
17 better guidance on how much local content must be accounted for.”²⁵ Without metrics,
18 these requirements cannot be set or met. Tracking of metrics will also allow Dominion to
19 understand its progress and effectiveness over time, to account for the impact of
20 unforeseen external events (e.g., a pandemic), and to better support suppliers and workers
21 who are not yet prepared to engage in the CVOW Project but hopefully will be.

²⁴ MATTHEW CHORPENNING ET AL., ECONOMIC EQUITY IN COMMUNITIES OF COLOR: THE EFFECTIVENESS OF MINORITY CONTRACTING INITIATIVES 6 (Portland, OR: Center to Advance Racial Equity, Portland State University, 2015) https://pdxscholar.library.pdx.edu/cgi/viewcontent.cgi?article=1003&context=care_pubs.

²⁵ XODUS Report at 18.

1 Beyond the construction, operations and maintenance workforce and supply chains, there
2 are many partners invested in the success of the CVOW Project and in ensuring a broadly
3 positive economic impact. For example, outlining specific metrics and requiring the
4 Company to regularly report on those metrics will increase the effectiveness of loans,
5 grants and other incentives that might be available.

6
7 **Q. Why are metrics in the Economic Development Plan especially important for**
8 **Diversity, Equity, and Inclusion?**

9 A. It will be crucially important to track metrics by specific racial and ethnic background.

10 Looking at broad categories (e.g., “minority”) will obscure successes and challenges.

11 The goal of having a workforce that is 50% women, for example, should not be conflated
12 with goals related to ethnic diversity or other factors. Greater specificity in the
13 Company’s Plan will help clarify who are the best partners for each activity. It will also
14 be very important to track metrics at every level throughout the project (e.g., veteran
15 status of Dominion employees and supplier employees) as well as at all employment and
16 procurement pipeline activities (e.g., demographics of attendees at potential supplier
17 workshops and apprenticeship programs).

18
19 **Q. Can you recommend what metrics should be tracked?**

20 A. Yes. The Company’s response to the Sierra Club’s 1st Set of Interrogatories, Question 6,
21 is included as **Attachment ML-2** to my testimony. In that answer, the Company
22 explains that it plans to collect some data on contracts over \$500,000 in value, including
23 location, number of employees, women/minority/veteran owned spend, and HubZone

1 spend. Dominion states in the same interrogatory response that it plans to survey Tier 1
2 suppliers. While these data will be very helpful, more detailed data should be collected
3 on all contracts and should be required of all suppliers.

4
5 Additional metrics are needed to monitor progress on outreach to "historically
6 economically disadvantaged communities." The Sierra Club asked the Company how it
7 determines if a potential work is from one of the "historically economically
8 disadvantaged communities" in the Sierra Club's 3rd Set of Interrogatories, Question 13.
9 (The Company's response is included as **Attachment ML-3** to my testimony.) The term
10 "historically economically disadvantaged communities" is used in § 56-585.1:11 D, and
11 is defined in Va. Code 56-576 to mean "(i) a community in which a majority of the
12 population are people of color or (ii) a low-income geographic area." The Company, in
13 response to the Sierra Club's 3rd Set of Interrogatories, Question 13, has affirmed that its
14 internal definition of the term is "consistent" with what is provided in the Virginia Code.

15
16 The definition in the Code suggests a wide range of high-fidelity demographic
17 information that should be collected to see if "historically economically disadvantaged
18 communities" are being served. Data should be collected on employees within the
19 Company, Original Equipment Manufacturers, and Tier 1, 2, and 3 suppliers. At a
20 minimum, the following data should be collected:

- 21 • veteran status of each employee;
- 22 • number and percentage of employees by specific racial demographics (i.e.,
23 Black, Latinx, Indigenous, Asian);

- 1 • geographic address (or census tract) of each employee; and
2 • salary (or salary category) of each employee.²⁶

3 Some data may need to be aggregated without collecting personally identifying
4 information to protect employee privacy. And, in the event there is no other recourse,
5 data should be collected voluntarily.

6

7 **Q. Are there additional metrics you would include?**

8 A. Yes. For Dominion specifically, the following metrics should also be collected:

- 9 • Recruitment, retention, advancement by specific racial/ethnic demographic
10 group;
11 • Tracking of DEI training for managers and employees; and
12 • Measures of cultural competence for senior leaders and managers.

13 In general, when referring to people, I highly encourage the use of people’s racial and
14 ethnic identities rather than “minority” or “diverse” which are ambiguous, misleading,
15 and nonfactual groupings with which no one actually identifies. Additional information
16 should be collected from all suppliers (Tier 1, 2 and 3) and all potential suppliers who
17 provided unsuccessful bids, including the following:

- 18 • Racial demographics (Black, Latinx, Indigenous, Asian, White) of ownership;
19 • Veteran status of company ownership; and
20 • Value of the contract or purchase.

²⁶ MARTHA ROSS & NICOLE BATEMAN, MEET THE LOW-WAGE WORKFORCE 9 (Brookings Institute, 2019) https://www.brookings.edu/wp-content/uploads/2019/11/201911_Brookings-Metro_low-wage-workforce_Ross-Bateman.pdf (discussing the overrepresentation of POC workers in low-wage jobs); *see also* ELISE GOULD & VALERIE WILSON, BLACK WORKERS FACE TWO OF THE MOST LETHAL PREEXISTING CONDITIONS FOR CORONA VIRUS—RACISM AND ECONOMIC INEQUALITY 6 (Economic Policy Institute, 2020) <https://files.epi.org/pdf/193246.pdf>.

1 It would also be important to track the ownership demographics of all lists of potential
 2 suppliers and of those companies invited to bid. The demographic breakdown of all
 3 participants in workforce development, apprenticeship, and supplier development
 4 programs and events that are connected with the project (including all Business Network
 5 for Offshore Wind (“BNOW”)²⁷ trainings in Virginia) should also be measured and
 6 tracked. The amount of commercial lending and other financial resources awarded to
 7 target suppliers (locals, veterans, historically economically disadvantaged communities,
 8 and Virginians broadly) compared to other suppliers should also be reported.²⁸

9
 10 Finally, specific targets should be ambitious and reflect demographics in the area near
 11 where the project is being built and where supporting, onshore infrastructure might be
 12 located. For example, a long-term goal should be that the workforce—at all strata of
 13 seniority and pay—should reflect the demographics of the Hampton Roads region as
 14 defined by the Hampton Roads Chamber of Commerce.²⁹

15
 16 **Q. Can you recommend a timetable for these metrics?**

17 A. Absolutely. Metrics, goals, current outcomes, and ongoing activities should be reported
 18 no less frequently than every six months. I recommend that the Commission direct the

²⁷ BUSINESS NETWORK FOR OFFSHORE WIND, <https://www.offshorewindus.org/> (last visited March 21, 2022).

²⁸ See Center for Economic Inclusion, *Indicators of an Inclusive Regional Economy*, <https://www.centerforeconomicinclusion.org/msp-economic-inclusion-indicators> (discussing the indicators of inclusive growth); CENTER FOR ECONOMIC INCLUSION, INDICATORS OF AN INCLUSIVE REGIONAL ECONOMY (2019) <https://static1.squarespace.com/static/5ae221af96d4558ab105ea0b/t/5cca0c63eef1a1861b9b3135/1556745339405/CEI+Indicators+Individual+Pages.pdf>.

²⁹ Hampton Roads Chamber, *Administrative Divisions*, <https://www.hrchamber.com/page/hampton-roads/> (“Home to more than 1.8 million people, the Hampton Roads region includes the independent cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach, and Williamsburg and the counties of Gloucester, Isle of Wight, James City, Mathews, Southampton, Surry, and York.”).

1 Company to file a report in this docket that includes data and progress on the DEI metrics
2 that I have outlined. The Bureau of Ocean Energy Management (“BOEM”) is also now
3 requiring “a semi-annual progress report” as part of its offshore wind lease sale
4 stipulations as “an effort to require early and regular engagement with Tribes and ocean
5 users, underserved communities, and other stakeholders”.³⁰ In addition to producing a
6 semi-annual report, the Company should also consider hosting an annual public event to
7 share progress and challenges on meeting targets. As responsibility for attaining many of
8 these targets will not fall solely on Dominion (e.g., Tier 1 suppliers are responsible for
9 contracting with Tier 2 suppliers), a public reporting process will serve as a mechanism
10 for various suppliers to inform the Company of their progress, and also allow the public
11 to recognize the suppliers’ contributions.

13 PART IV: PERSONNEL AND INTERNAL STRUCTURES

14 **Q. Why is it important for Dominion to consider its internal structure when trying to**
15 **achieve the Company’s economic development goals?**

16 A. Achieving economic development goals in the Plan will require a mission-driven effort in
17 which all employees in the organization are aware and key employees are directly
18 engaged. Generally speaking, goals that exist outside the primary business function of
19 any company will not be prioritized nor achieved without a top-down focus, dedicated
20 staff, transparent communication, and an internal reward system. As such, the Plan

³⁰ See Final Sale Notice, Dep’t of Interior, Bureau of Ocean Energy Management, *Atlantic Wind Lease Sale 8 (ATLW-8) for Commercial Leasing for Wind Power on the Outer Continental Shelf (OCS) in the New York (NY) Bight—Final Sale Notice (FSN)*, 87 Fed. Reg. 2446, 2450 (Jan. 14, 2022).

1 should either include a description of existing positions, processes and internal
2 communication plans dedicated to the goals of the Plan or lay out a plan for creating
3 those internal components.

4
5 I appreciate that the Company has identified several individuals within Dominion who
6 have some responsibility and role in ensuring that DEI goals are met and who undergo
7 some form of DEI training. The Company provided the Sierra Club with a list of those
8 leadership employees in Attachment Sierra Club Set 03-14 (JL). The entirety of the
9 Company's response to the Sierra Club's 3rd Set of Interrogatories, Question 14, is
10 included as **Attachment ML-4** with my testimony.

11
12 **Q. What internal structures could constitute best practices to achieve the DEI goals of**
13 **the Plan?**

14 A. The Company should identify members of senior leadership who own responsibility for
15 executing the Economic Development Plan, including, but not limited to Dominion's
16 Vice President of Diversity, Equity and Inclusion and the Company's Director of
17 Diversity, Equity and Inclusion.

18
19 In addition to these corporate leaders, there should be front-line staff who are responsible
20 for the workforce and supplier goals of the Plan as an explicit part of their job
21 description. These individuals should include procurement officers, workforce
22 specialists, and community engagement officers. As is typical, the performance

1 incentives for these roles should reward outcomes-based results that tie directly to the
2 metrics discussed above.³¹

3
4 **Q. Why are internal structures so important?**

5 A. Blind adherence to process will lead to rewarding activities (e.g., number of workforce
6 development trainings) instead of outcomes (e.g., number of veterans hired). Therefore,
7 supervisors of these staff should also encourage flexibility and innovation as these
8 individuals are best positioned to identify how processes can be improved to better meet
9 the goals. Departmental champions should be identified throughout the Company as
10 internal advocates and to provide regular feedback to senior leadership. This will
11 encourage both general support for the economic development goals throughout the
12 organization, but also likely result in additional strategies and connections that will
13 support the goals in the long-term.

14
15 The CVOW Project will be an exciting enterprise that will catch the attention of many
16 across the United States and the globe. As such, Dominion leadership has a perfect
17 opportunity to set the culture for linking the importance of economic impact to the
18 climate benefits, as well as recognizing those individuals within the organization who are
19 responsible for this work. Progress announcements, semi-annual metrics updates (as
20 discussed above), and other public events featuring Dominion senior leadership are the

³¹ See TYLER NORRIS & TED HOWARD, CAN HOSPITALS HEAL AMERICA'S COMMUNITIES? 23 (Kaiser Permanente & Democracy Collaborative, 2015)
<https://democracycollaborative.org/sites/default/files/downloads/CanHospitalsHealAmericasCommunities.pdf>
("Supply chain officers, for example, are typically incentivized to hit various targets related to cost, supplier diversity, and other factors as part of their performance evaluation. New incentives, including for local purchasing, hiring, and investment, may be needed in order to drive change internally. New metrics for equity and inclusion may need to be developed.").

1 ideal events to uplift and recognize performance of internal staff regarding the DEI goals
2 of the Economic Development Plan.

3
4 **Q. What other recommendations do you have on the Company's internal structures?**

5 A. In addition to semi-annual reporting on metrics, regular internal communication of the
6 goals and activities associated with the Plan should be implemented. Departmental
7 champions should view the CVOW Project as an opportunity for positive change across
8 other business streams aligned with the Company's corporate mission and vision. This
9 will reinforce Dominion's commitment to DEI goals during the development of the
10 CVOW Project.

11
12 While not an internal function, the Company should also create an external Advisory
13 Council made up of those organizations whose missions align with the goals of the Plan.
14 Dominion has already met with many of these organizations; however, creating an
15 official group will build the framework necessary to maintain focus and support
16 Dominion staff who are responsible for meeting the VCEA's goals in § 56-585.1:11 D.

17
18

1 **PART V: WORKFORCE AND SUPPLY CHAIN**

2 **Q. Many of the leading companies in the offshore wind industry are currently based in**
 3 **the European Union. How does this fact impact DEI goals in the Economic**
 4 **Development Plan?**

5 A. The Company’s XODUS Report acknowledges that “early projects will be supported
 6 from established locations primarily in Europe.”³² Because of this, the Plan should
 7 include an ambitious timeline for a transition from EU-based Tier 2/3 suppliers to
 8 Virginia-based suppliers with preferences for veteran, local, and historically
 9 economically disadvantaged ownership.

10
 11 Clear, progressive, ambitious, annual targets for the construction and operational phases
 12 of the project should be set for the number of firms and total value of spend in each
 13 demographic category of contractors and suppliers. Targets for percentages of employees
 14 by demographic category should apply to the Company and to the entire supply chain for
 15 the CVOW Project.

16
 17 Targets should also be set for participation in apprenticeship programs, and other pipeline
 18 activities, as well as the level of lending and other financial resources attained by local,
 19 veteran, and historically economically disadvantaged suppliers.³³

³² XODUS Report at 17.

³³ See Center for Economic Inclusion, *Indicators of an Inclusive Regional Economy*, <https://www.centerforeconomicinclusion.org/msp-economic-inclusion-indicators> (discussing the indicators of inclusive growth); CENTER FOR ECONOMIC INCLUSION, INDICATORS OF AN INCLUSIVE REGIONAL ECONOMY (2019) <https://static1.squarespace.com/static/5ae221af96d4558ab105ea0b/t/5cca0c63eef1a1861b9b3135/1556745339405/CI+Indicators+Individual+Pages.pdf>.

1 **Q. What strategies could maximize the use of local workers, veterans, and historically**
2 **disadvantaged communities?**

3 A. The CVOW Project is a tremendous opportunity to create exciting new employment and
4 career opportunities for thousands of Virginians. There are a number of ways in which
5 the Plan should ensure the use of local workers, veterans, and individuals from
6 historically disadvantaged communities. Specifically, I recommend:

- 7 • An assessment of Dominion's current non-offshore wind workforce diversity;
- 8 • Recognition of past and current barriers for target populations in Company
9 hiring;
- 10 • Collection of employee demographics among all contractors;
- 11 • Additional guidance to the Hampton Roads Workforce Council ("HRWC")
12 and the Hampton Roads Alliance ("HRA");
- 13 • Robust guidelines for the drafting of any RFPs and selection of Tier 1
14 suppliers and OEMs;
- 15 • Alignment of Europe-based Tier 1 suppliers and OEMs with Plan goals;
- 16 • Specific guidance to Virginia Building Trades; and
- 17 • Formalizing partnerships with MSIs.

18
19 **Q. Why should the Plan include an assessment of the Company's workforce and**
20 **supplier diversity in activities not directly related to the CVOW Project?**

21 A. Dominion Energy is one of the largest electric utilities in the United States, employing
22 over 17,000 people in 13 states with nearly 7 million customers.³⁴ By articulating

³⁴Dominion Energy, *Our Company*, <https://www.dominionenergy.com/our-company> (last visited March 17, 2022).

1 Dominion's current track record regarding workforce and supplier diversity within
2 Virginia and in other states served, Dominion will be able to highlight best practices
3 across its footprint, compare progress of the CVOW Project with existing operations, and
4 further its own corporate sustainability mission.

5
6 **Q. Why is it important to explicitly recognize barriers to employment faced by locals,
7 veterans, and individuals from historically disadvantaged communities?**

8 A. While it is Dominion's responsibility to develop an Economic Development Plan, its
9 success will require the contributions of many partners. By explicitly recognizing the
10 barriers faced by the target populations (e.g., veterans, locals, and historically
11 economically disadvantaged communities), Dominion will call attention to the entire
12 ecosystem of partners needed to ensure the Plan's success.

13
14 For example, members of historically economically disadvantaged communities who are
15 seeking employment opportunities may face significant transportation issues as well as
16 childcare and eldercare responsibilities that may make multi-week duration, offshore
17 assignments impossible without assistance. And on top of that, unfortunately, overt
18 workplace discrimination against ethnic minorities needs to be recognized explicitly in
19 both workforce and Tier 2 and Tier 3 contexts.

20
21 **Q. Why is it important to collect employee data from contractors?**

22 A. As stated in the Mangum Report, the largest opportunity for Dominion to meet the
23 workforce requirements of § 56-585.1:11 D will be through the employees of all

1 suppliers and contractors in addition to new Dominion employees. Dominion will not be
 2 able to accurately report metrics, celebrate progress, or identify challenges without robust
 3 employee demographic reporting by suppliers. For example, the BNOW database
 4 includes self-reported business status (including MBE, WBE, SDBE, SDVOBE, VOSB,
 5 SBE)³⁵ but should also include specific data on racial/ethnicity of ownership and a
 6 demographic breakdown, by percentage, of current employees. Collecting the highest
 7 fidelity of data from the beginning will ensure compliance, reduce burden on suppliers,
 8 enable accurate reporting by Dominion, and provide Dominion the ability to identify
 9 opportunities for targeted interventions.

10
 11 BNOW has an important role to play here. It is the leading offshore wind industry group
 12 in the eastern United States, is mentioned throughout Dominion's documentation,³⁶ and is
 13 a partner of the Virginia Department of Energy's offshore wind program.³⁷

14
 15 **Q. What are ways that Dominion can strengthen the partnership with the Hampton**
 16 **Roads Workforce Council ("HRWC") and the Hampton Roads Alliance ("HRA")?**

17 A. The HRWC and the HRA are perfectly placed to help Dominion overcome many of the
 18 barriers facing the workforce and suppliers as the Company works to implement its

³⁵ MBE = Minority Business Enterprise; WBE = Women Business Enterprise; SDBE = Small Disadvantaged Business Enterprise; SDVOB = Service-Disabled Veteran-Owned Business Enterprise; VOSB = Veteran-Owned Small Business; SBE = Small Business Enterprise.

³⁶ See XODUS Report.

³⁷ See SupplyChainConnect Virginia, BUSINESS NETWORK FOR OFFSHORE WIND, <https://a812898.fmhost.com/fmi/webd/OSWSupplyChain fmp12?script=103> ("The Network partners with industry and government to build an innovative supply chain..."); See also Virginia's Offshore Wind Supply Chain and Service Industry Opportunity, VIRGINIA OFFSHORE WIND DEVELOPMENT AUTHORITY, <https://www.vaoffshorewind.org/supply-chain-service-industry-opportunity> (discussing Virginia's offshore wind supply chain roadmap).

1 Economic Development Plan. As mentioned above, one reason historically economically
2 disadvantaged communities are targeted in the Plan is that they are under-represented in
3 all employment levels—especially those that pay above median wages—and under-
4 represented as suppliers.

5
6 Companies do business with others they know and trust; therefore, new relationships
7 need to be built to engage communities that have historically been disconnected from
8 Dominion Energy and other similar employers and contractors.

9
10 A key theme of my recommendations is that care should be taken to tailor outreach and
11 activities to the communities that are being targeted. Success will be defined by progress
12 toward achieving the metrics laid out above (e.g., an increase in veterans employed by
13 Tier 2 suppliers), not by hosting an informational session.

14
15 Stated differently, it is about results, not process. For that reason, Dominion should
16 encourage the HRWC to collect veteran's status, race, ethnicity, gender, and address to
17 their online offshore wind job interest form.³⁸

18
19 **Q. Please say more about the role for the HRWC and the HRA.**

20 A. The Plan should include formal partnerships (or the intent to create formal partnerships)
21 with supplier networks that focus on non-white business owners, Black/ Latinx/
22 Indigenous chambers, and other local partners. Together with the HRA and Dominion,

³⁸ See online form at Offshore Wind, HAMPTON ROADS WORKFORCE COUNCIL,
<https://www.theworkforcecouncil.org/offshore-wind/>.

1 these partners can pilot workforce pipeline initiatives. A highly successful example of
 2 these kinds of partnerships paying dividends exists at University Hospitals in Cleveland,
 3 Ohio, which has had tremendous impact on diversifying its workforce from frontline
 4 workers to doctors.³⁹ The current Plan mentions many meetings with the HRWC, the
 5 HRA and other organizations. But it will be important to work with the HRWC and the
 6 HRA to ensure that future meetings are designed to be more than informational. These
 7 efforts need to be focused on outcomes.

8
 9 For example, the HRA may be able to help design new ways that smaller firms can win
 10 bids despite having fewer years of experience or having no experience as a prime
 11 contractor. This can be done by flipping the major/sub process so that larger,
 12 experienced (white, male-owned) firms can be subs to smaller firms in a formal
 13 mentoring role.

14
 15 **Q. Please say more about the role for the HRWC and the HRA in training and**
 16 **mentorship.**

17 A. Workforce and apprenticeship programs targeted to specific demographic groups that are
 18 also defined to meet industry needs should be included in the Plan. For example, the
 19 Emerald Cities Collaborative, in partnership with Southern California Regional Energy
 20 Network, runs programs based in Los Angeles focused on creating career pathways in

³⁹ DAVID ZUCKERMAN, HOSPITALS BUILDING HEALTHIER COMMUNITIES 96-109 (The Democracy Collaborative, March 2013) <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/Zuckerman-HBHC-2013.pdf>; *see also* DONNIE PERKINS, BUILDING A PIPELINE TO INCREASE DIVERSITY RECRUITMENT (American Hospital Association, 2012) <https://www.aha.org/case-studies/2012-02-01-building-pipeline-increase-diversity-recruitment>.

1 architecture, engineering, energy, and construction for a very diverse cohort of young
 2 adults in Los Angeles.⁴⁰ A similar program could be possible through a partnership
 3 between Dominion and the HRWC.

4
 5 Crucially important for reaching ambitious targets for suppliers owned by people from
 6 historically economically disadvantaged communities will be to create low- and no-cost
 7 access to the appropriate trainings.

8
 9 Since February 2021, one of Dominion’s partners, BNOW, has been offering a “multi-
 10 day training for businesses who are ready to take advantage of opportunities in the
 11 offshore wind industry.”⁴¹ In the ideal case, the Plan would include a mechanism for
 12 providing potential suppliers that support the goals of the Plan with full access to these
 13 trainings at no cost.

14
 15 **Q. How might guidelines for the selection of Original Equipment Manufacturers**
 16 **(“OEMs”) and Tier 1 suppliers support the Plan?**

17 A. A streamlined, systematic approach to matchmaking between local supply chain
 18 companies and OEMs and Tier 1 suppliers is needed. Dominion should select OEMs and
 19 Tier 1 suppliers that have dedicated staff to support sub-contractor qualification.⁴²

⁴⁰ See *Green Path Careers*, EMERALD CITIES COLLABORATIVE, <https://emeraldcities.org/our-work/green-path-careers-gpc/>.

⁴¹ *Business Network for Offshore Wind Foundation 2 Blade Industry Training*, EVENTBRITE, <https://www.eventbrite.com/e/foundation-2-blade-industry-training-virginia-tickets-244545561357?aff=ebdsoporgprofile> (as of March 21, 2022, the cost of attendance is \$1,795-\$2,095).

⁴² XODUS Report at 19.

1 Dominion should also work with selected OEMs and Tier 1 suppliers to develop a supply
2 chain engagement plan that aligns with Developer metrics and targets.
3

4 **Q. How can EU-based OEM/Tier 1 firms be leveraged to achieve local workforce**
5 **goals?**

6 A. Much of the physical infrastructure of the CVOW Project development will be
7 constructed in Europe. Initially, there will be many jobs that will likely be filled by EU-
8 based workers who have the required expertise. These jobs include turbine installation,
9 foundation installation, and turbine inspection and repair.⁴³ Including a strategy to ensure
10 the rapid and responsible shift of these roles to U.S. workers must be part of the Plan.

11 For example, OEMs might be required to allow local firms and apprentices to shadow all
12 installation processes. This would also present another opportunity to work with the
13 HRWC to provide apprentice opportunities to target populations.
14

15 **Q. How can the partnership with Virginia Building Trades be leveraged to meet the**
16 **Plan's goals?**

17 A. Virginia Building Trades is a valuable partner that is well-situated to contribute to the
18 success of Economic Development Plan. By incorporating metrics and targets into
19 Project Labor Agreements, Community Workforce Agreements, Dominion and Virginia
20 Building Trades will be able to work collectively to benefit the CVOW Project and meet
21 the goals of the Plan.
22

⁴³ See XODUS Report at 75, 77, 85.

1 **Q. What opportunities exist in partnering with Historically Black Colleges and**
2 **Universities (“HBCUs”) and other Minority-Serving Institutions (“MSIs”)?**

3 A. Dominion has clearly recognized the value of HBCUs by donating financial resources
4 and hosting leadership forums.⁴⁴ Moreover, the Company’s HBCU Promise program
5 supports educational programs in clean energy. The XODUS Report indicates that the
6 CVOW Project’s developers believe that the region has sufficient “industry supporting
7 degree and certificate programs.”⁴⁵ Ensuring that all employers are aware of students at
8 HBCUs (and other MSIs) will strengthen the Plan and support Dominion’s goals.

9
10 **Q. What additional strategies could maximize procurement from firms that are local,**
11 **veteran-owned or historically economically disadvantaged?**

12 A. Similar to ensuring economic impact through employment, Dominion has the opportunity
13 to include more specific actions in the Plan to ensure its success. The Company should:
14 recognize barriers that non-white business owners face in contracting; target existing
15 non-white contractors; acknowledge the challenges and opportunities presented by the
16 maturity level of the existing offshore wind supply chain; identify military partnerships;
17 and emphasize the importance of new firm growth.

18
19

⁴⁴ *Dominion Energy’s HBCU Promise*, (Sept. 17, 2020) <https://www.dominionenergy.com/our-stories/dominion-energys-hbcu-promise> (last visited March 21, 2022).

⁴⁵ XODUS Report at 16.

1 **Q. Why is it important to explicitly recognize barriers faced by non-white business**
 2 **owners?**

3 A. Related to suppliers specifically, there are many barriers that are more often faced by
 4 Black-, Latinx-, and Indigenous-owned firms. Differences in available capital,
 5 experience as a supplier for a public utility or public sector institution, and professional
 6 networks frequently create challenges for owners from historically economically
 7 disadvantaged communities and result in fewer and less successful bids. As the Plan
 8 seeks to increase the number of successful bids, targeted interventions and strong
 9 community partnerships will be required.⁴⁶

10
 11 **Q. How might the plan address non-white contractors or suppliers?**

12 A. Firms owned by People of Color (“POC”) are more likely to hire POC employees.⁴⁷
 13 Therefore, Dominion’s stated plans to prioritize work with Black-, Latinx-, Indigenous-,
 14 and Asian-owned firms is an excellent strategy to increase employee diversity. In the
 15 long term, this project has the potential to support the development of many new firms in
 16 the Hampton Roads region, including veteran-, Black-, Latinx-, Indigenous- and Asian-
 17 owned firms.⁴⁸ In the short term, Dominion should focus on delineating explicit
 18 strategies to engage existing veteran, non-white, and local firms immediately.

⁴⁶ Marlene Orozco, *The salience of ethnic identity in entrepreneurship: an ethnic strategies of business action framework*, SMALL BUSINESS ECONOMICS (July 13, 2021) <https://link.springer.com/article/10.1007/s11187-021-00532-2>.

⁴⁷ ANDREW B. BERNARD & MATTHEW J. SLAUGHTER, THE LIFE CYCLE OF A MINORITY-OWNED BUSINESS: IMPLICATIONS FOR THE AMERICAN ECONOMY (Truck School of Business at Dartmouth & National Bureau of Economic Research, 2004) <https://faculty.tuck.dartmouth.edu/images/uploads/faculty/andrew-bernard/mbda.pdf>; See also *Economic Development Indicators*, CENTER FOR ECONOMIC INCLUSION, <https://www.centerforeconomicinclusion.org/economic-development-indicators>.

⁴⁸ See Thursday, February 3, 2022, at 10 am (ET), U.S. House Financial Services Subcommittee on Diversity & Inclusion hearing titled “Building Opportunity: Addressing the Financial Barriers to Minority and Women-Owned

1
2 The Plan should ensure that all relevant veteran, non-white, and local firms are part of the
3 potential supplier databases hosted by the Business Network for Offshore Wind and the
4 Virginia Department of Energy. These databases, which are currently opt-in, served as
5 the basis for the existing industry analysis in the XODUS Report. Many target firms
6 were likely not included in the database. To this point, the XODUS Report states that
7 “there is room to strengthen the representation of companies from the Hampton Roads
8 Region in the BNOW Supply Chain Connect Database.”⁴⁹

9
10 The Plan should include strategies to work with partners, such as the HRA, to actively
11 identify and engage additional firms. Particular care should be taken to identify sectors
12 where there are existing veteran, non-white, and local firms who may be disconnected
13 from the public and corporate procurement environment. And there is reason for
14 optimism. It is very promising that all three major metropolitan areas in Virginia
15 (Hampton Roads, Richmond, and Northern Virginia) experienced a decrease in the
16 business ownership gap between white-owned and non-white owned firms between 2007
17 to 2012.⁵⁰

Businesses’ Involvement in Infrastructure Projects” (Comments from Farad Ali, President & CEO, Asociar LLC)
<https://financialservices.house.gov/events/eventsingle.aspx?EventID=409025>.

⁴⁹ XODUS Report at 44.

⁵⁰ Sifan Liu & Joseph Parilla, *Businesses owned by women and minorities have grown. Will COVID-19 undo that?*,
BROOKINGS INSTITUTE (April 14, 2020) <https://www.brookings.edu/research/businesses-owned-by-women-and-minorities-have-grown-will-covid-19-undo-that/>; see also BROOKINGS INSTITUTE, BROOKINGS ANALYSIS OF U.S.
CENSUS BUREAU’S SURVEY OF BUSINESS OWNERS, 2007 AND 2012, https://www.brookings.edu/wp-content/uploads/2020/04/2020.04.14_BrookingsMetro_Women-owned-biz_Appendix.xlsx.

1 **Q. How do you recommend the Company start with its outreach to non-white**
2 **businesses?**

3 A. Healthcare, accommodation, food services and retail have higher shares of non-white
4 ownership.⁵¹ While these are not the highest value contracting opportunities for the
5 CVOW Project, each of these sectors present opportunities for engaging non-white firms
6 in the near term. Existing firms also present the best opportunity for collaborating with
7 supplier support partners (e.g., HRA, BNOW, etc.) to build their capacity as the offshore
8 wind industry establishes itself and grows.

9
10 **Q. Why is it important to emphasize new firm growth?**

11 A. Black, Indigenous and Latinx individuals are underrepresented as business owners,⁵² as
12 business owners in engineering firms, and as employees in those latter firms.⁵³ As a
13 result, Dominion may not be able to reach ambitious diversity goals without new firm
14 growth, particularly new firms that employ significant proportions of non-white
15 employees.

16
17

⁵¹ Economic Opportunities Program, *The Racial Gap in Business Ownership Explained in Four Charts*, ASPEN INSTITUTE: BUSINESS AND MARKETS (Feb. 6, 2017) <https://www.aspeninstitute.org/blog-posts/racial-gap-business-ownership-explained-four-charts/>.

⁵² Sifan Liu & Joseph Parilla, *Businesses owned by women and minorities have grown. Will COVID-19 undo that?*, BROOKINGS INSTITUTE (April 14, 2020) <https://www.brookings.edu/research/businesses-owned-by-women-and-minorities-have-grown-will-covid-19-undo-that/>.

⁵³ Richard Fry, Brian Kennedy, & Cary Funk, *STE Jobs See Uneven Progress in Increasing Gender, Racial and Ethnic Diversity*, PEW RESEARCH CENTER (April 1, 2021) https://www.pewresearch.org/science/2021/04/01/stem-jobs-see-uneven-progress-in-increasing-gender-racial-and-ethnic-diversity/?utm_source=adaptivemailer&utm_medium=email&utm_campaign=21-04-01%20diversity%20in%20stem%20gen.%20distribution&org=982&lvi=100&ite=8263&lea=1781753&ctr=0&par=1&trk=.

1 **Q. How can partnering with the military contribute to local procurement?**

2 A. The high numbers of veterans and organizations supporting both veterans' workforce
3 development and entrepreneurship in the Hampton Roads region will greatly aid
4 Dominion in reaching the goals of § 56-585.1:11 D related to veteran hiring. Even more,
5 the large military presence in the Hampton Roads region presents additional partnership
6 opportunities which can result in increasing Dominion's economic impact while sharing
7 the effort that will be required to meet the goals of the plan.

8
9 In August of 2021, the Air Force announced the start of its First Look Program which is
10 designed to facilitate opportunities for small businesses working in and near military
11 communities.⁵⁴ With Langley Air Force Base located in Hampton, Virginia, this
12 initiative has the potential to provide more opportunities for Dominion to impact local
13 businesses and indirect job growth. Direct engagement with the Old Dominion University
14 Procurement Technical Assistance Center ("PTAC")⁵⁵ will also facilitate connections
15 with military suppliers.

16
17 In February of 2022, the Department of Defense announced a new plan⁵⁶ that has even
18 greater alignment with the material needs of the CVOW Project. The Department of
19 Defense has recognized that its current procurement practices have resulted in too few

⁵⁴ Joseph Mather, *Air Force 'First Look' program drives purchasing power*, AIR FORCE MATERIAL COMMAND (Aug. 31, 2021) <https://www.afmc.af.mil/News/Article-Display/Article/2761272/air-force-first-look-program-drives-purchasing-power/>

⁵⁵ Old Dominion University is listed as an "Educational Institution/Training Provider" in the XODUS Report at 141.

⁵⁶ OFF. UNDER SEC'Y DEF. ACQUISITION & SUSTAINMENT, STATE OF COMPETITION WITHIN THE DEFENSE INDUSTRIAL BASE (Feb. 2022) <https://media.defense.gov/2022/Feb/15/2002939087/-1/-1/1/STATE-OF-COMPETITION-WITHIN-THE-DEFENSE-INDUSTRIAL-BASE.PDF>.

1 suppliers and high prices. They have concluded that diversifying their supply chain will
2 eventually result in lower costs and more innovation, explaining:

3 “As a part of DoD’s overall small business strategy, the Department will
4 create a unified governance structure of small business programs and
5 activities that will create more synergies and transition pathways between
6 these programs. Additionally, DoD is developing market intelligence tools
7 that will help the acquisition workforce identify capable suppliers in the
8 federal and commercial marketplace that could perform on defense
9 requirements.”⁵⁷

10
11 This DoD report also notes many challenges, including challenges related to the potential
12 of U.S.-based Original Equipment Manufacturers, a need for unique materials, high
13 quality standards, access to critical minerals, specialized technical expertise, and high
14 cost/low volume. Dominion likely faces similar challenges with the CVOW Project.
15 Accordingly, the Plan should include a strategy to engage with the Department of
16 Defense to understand where there are specific synergies to address these similar
17 challenges.

18
19 **Q. What are the timing related concerns?**

20 A. The XODUS Report discusses the long timelines for production in the offshore wind
21 industry and the resulting challenges, including the need to produce prototypes at low/no
22 cost, to demonstrate the ability to complete work months/years in advance of delivering a
23 product, and the delay between committing to producing a product and being paid. All of
24 these considerations are barriers for smaller suppliers and suppliers new to offshore wind
25 development (nearly all local, veteran, and historically economically disadvantaged firms
26 fall into one or both of these categories).

⁵⁷ *Id.* at 14.

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Dominion should clearly and regularly communicate product needs and be willing to create payment structures that will work for target firms. This also presents another reason for close collaboration with the military—local firms that are in a prime position to eventually become Tier 1 suppliers in offshore wind may also be situated to become major suppliers to the Department of Defense in the Hampton Roads region. By coordinating with the relevant military needs, Dominion can potentially offer more business opportunities to firms that can help alleviate some of the concerns related to long production timelines.

Q. What other entities should be identified in the Plan to achieve the Commonwealth’s policies as outlined in § 56-585.1:11 D?

A. Many organizations can contribute to the success of Dominion’s Plan and many have already been included in the CVOW meetings that Dominion has hosted and attended in the past year as reported in the Plan. The Plan would be strengthened by explicitly naming those organizations and indicating how each one can contribute to the outcomes. Other organizations not yet mentioned explicitly in this testimony include anchor institutions; universities and innovation centers; Tribal governments; and entities based outside of Virginia.

Q. How can partnerships with other anchor institutions support the goals of the Plan?

A. Anchor institutions are large, geographically immobile non-profit employers like hospitals, universities, and military bases. In addition to employing large number of

1 employees, they also have large procurement budgets. To the extent that target suppliers
2 can provide products or services to both anchor institutions and Dominion, some
3 difficulties to entering the offshore wind supply chain (e.g., timing issues, cash flow, etc.)
4 can be mitigated.

5
6 During future meetings with partners, Dominion should work to identify corporations in
7 the Hampton Roads region and public-sector anchor institutions who are achieving the
8 workforce and contracting outcomes similar to those described in the Plan. Dominion
9 may be able to partner with them on recruiting, certification workshops, and other
10 specific strategies that will benefit all parties.

11
12 **Q. How can universities and innovation centers support the plan?**

13 A. Universities and innovation centers can play a key role in workforce development,
14 especially for some of the specialized skills that will be required once the offshore wind
15 industry becomes established in Hampton Roads. One example from the solar industry in
16 Virginia is SHINE: the Solar Hands-On Instructional Network of Excellence.⁵⁸ It is a
17 public-private partnership between Virginia's community colleges and leading solar
18 energy developers.

19
20 Universities, community colleges and similar entities may also be a place where potential
21 suppliers can access privileged information on technical requirements such as
22 specifications, drawings, standards, and datasets.⁵⁹

⁵⁸ SHINE, <https://www.shine.energy/>.

⁵⁹ See XODUS Report at 19.

1 **Q. What role do Tribal governments play?**

2 A. Before its establishment as a colony and later as a commonwealth, the geographic extent
3 of Virginia was home to many Indigenous Nations. Today, eleven of those nations exist
4 as state-recognized Tribes and, of those, seven are also federally recognized.⁶⁰ Ensuring
5 the positive economic impact of offshore wind development on Virginia's Indigenous
6 population should be an explicit feature of the Plan, as Indigenous communities are
7 historically economically disadvantaged. Working directly with Tribal governments will
8 connect Tribal members to workforce opportunities and respect the sovereign rights of
9 those nations.

10
11 **Q. How can entities in other U.S. states support the goals of the Plan?**

12 A. As indicated in the Plan and the XODUS Report, the Hampton Roads region is poised to
13 be a center for offshore wind development in the United States. As part of that long-term
14 vision, many of the specialized parts (e.g., rotor, cable, tower, nacelles, foundations,
15 offshore substation) that are currently manufactured in Europe will be manufactured in
16 the U.S. The complexity of these products—and the presence of markets for those
17 products in states other than Virginia—will necessitate the involvement of new and
18 existing companies based outside of Virginia.

19
20 The existing offshore wind partnership among North Carolina, Virginia and Maryland
21 and the U.S.-based supply chain involved in the construction of the offshore wind

⁶⁰ *Virginia Indians*, <https://www.commonwealth.virginia.gov/virginia-indians/>.

1 installation vessel *Charybdis* have already demonstrated how companies and states can
2 work together in support of this burgeoning industry.⁶¹

3
4 **Q. What challenges and opportunities does the maturity level of the existing supply**
5 **chain indicate?**

6 A. Offshore wind is in its infancy as an industry in the United States and the CVOW Project
7 represents a critically important step forward as a nationally prominent renewable energy
8 development project. There are many local firms in the Hampton Roads region that do
9 not have experience in the offshore wind industry, but these firms are well-positioned to
10 start serving the industry without abandoning their core businesses.⁶² The XODUS
11 Report confirms that Dominion is in a strong position to require robust reporting from
12 Original Equipment Manufacturers and Tier 1 suppliers, making sure that local
13 businesses are included in the economic development opportunities. We are talking
14 about building an offshore wind industry in Virginia from the ground up. No small task,
15 but not an impossible task.

16
17

⁶¹ Elizabeth Cooper, 'Where the game is happening': Region aims to become East Coast offshore wind hub, VIRGINIA BUSINESS (Sept. 29, 2021), <https://www.virginiabusiness.com/article/where-the-game-is-happening/>.

⁶² XODUS Report at 19.

PART VI: ACCESS TO CAPITAL

1
2 **Q. What additional strategic areas should be part of the Plan to advance the**
3 **Commonwealth’s economic development goals?**

4 A. Other areas that should be addressed more fully in the Plan include a community
5 engagement board; access to capital; minority-business enterprise (“MBE”) certification;
6 bonding; incentives; and production timelines.

7
8 A community engagement board, for example, is a way to organize the many community
9 contacts that Dominion has already made and will continue to make in the future. The
10 board should reflect the racial and gender demographics of the Hampton Roads region.
11 Organizing these contacts into a more formal group will help the Company communicate
12 to target constituencies, provide a channel for regular feedback on the CVOW Project,
13 and develop strategies for partnering with the community to carry out the Economic
14 Development Plan.

15
16 **Q. How is MBE certification a barrier and what can be done to improve the process?**

17 A. Firms that claim to be veteran-owned, local, and/or historically economically
18 disadvantaged need to be certified to avoid fraud. There are a wide range of certification
19 regimes serving both the public and private sectors; however, the entire certification
20 process puts the burden on those firms it is intended to benefit.⁶³

21

⁶³ See *Equitable Contracting and Procurement, All-In Cities Policy Toolkit*, ALL-IN CITIES (last visited March 21, 2022), <https://allincities.org/toolkit/contracting-and-procurement>.

1 If the intent is to increase the number of minority-owned or veteran-owned firms, for
2 example, then the burdens of the certification should be minimized. Certifications
3 acceptable to Dominion should be the same as those accepted throughout the supply
4 chain by Tier 1 suppliers and OEMs; and should be communicated throughout the supply
5 chain, among partners, and directly into the target communities. Moreover, partners such
6 as the HRA and local governments should be encouraged to offset any costs associated
7 with certification, offer certification workshops for free or at very low cost if applicable,
8 and combine certification with other relevant offshore wind trainings. The goal should be
9 to turn the work required to obtain certification into a strategy to grow the pipeline.

10
11 **Q. Why is access to capital important to include in the Plan?**

12 A. Access to capital is perhaps the greatest barrier to growth for firms owned by persons
13 from historically economically disadvantaged communities. Poor capitalization
14 disproportionately impacts racial and ethnic minorities. A report by the Center for
15 American Progress on systemic inequality notes that “African Americans have fewer
16 assets than whites and are less likely to be homeowners, [or] to own their own
17 business....”⁶⁴ The same report also notes that people of color are more likely than whites
18 to carry more costly (i.e., higher interest) debt. Additional research finds, “People of
19 color tend to have fewer assets and more debt than whites, meaning that minority
20 business owners generally have less in savings and other assets that can be used to

⁶⁴ ANGELA HANKS, CHRISTIAN E. WELLER, & DANYELLE SOLOMON, SYSTEMATIC INEQUALITY: HOW AMERICA’S STRUCTURAL RACISM HELPED CREATE THE BLACK-WHITE WEALTH GAP (Center for American Progress, 2018) <https://www.americanprogress.org/article/systematic-inequality/>.

1 finance the business, especially when cash-flow is needed.”⁶⁵ However, capital access
 2 challenges can be addressed by a wide range of actors including lenders, local
 3 governments, and the Company itself. Working on these aspects of the problem will be
 4 critically important to Dominion’s ability to meet the goals of § 56-585.1:11 D.

5
 6 **Q. Can you elaborate on the capital access strategies for capital providers?**

7 A. Minority Depository Institutions and lenders that have an exceptional record in
 8 commercial lending to Black-, Latinx- and/or Indigenous-owned firms should be
 9 prioritized.

10
 11 The experience of Black-, Latinx, and Asian-owned firms during the COVID crisis
 12 provides a useful lesson. The pandemic and economic shutdown adversely impacted
 13 businesses owned by people of color. A National Bureau for Economic Research
 14 Working Paper found that 41% of Black firms, 32% of Latinx firms, 26% of Asian firms
 15 closed as compared to 17% of white firms.⁶⁶

16
 17 Federal COVID relief for businesses impacted by the pandemic, known as the Paycheck
 18 Protection Program (“PPP”), was operationally distributed through banks. Despite the
 19 significant economic damage that minority-owned firms faced, the first round of the PPP
 20 payments was characterized by racial disparities: businesses located in majority-Black or

⁶⁵ TIM LOHRENTZ, CONTRACTING FOR EQUITY 4 (Insight Center for Community Economic Development, 2015)
https://racialequityalliance.org/wp-content/uploads/2015/12/GARE-Contract_For_Equity.pdf (discussing inclusive
 contracting).

⁶⁶ Robert W. Fairlie, *The Impact of COVID-19 on Small Business Owners: Evidence of Early-Stage Losses From the
 April 2020 Current Population Survey* (Nat’l Bureau of Econ. Rsch., Working Paper No. 27309, 2020)
https://www.nber.org/system/files/working_papers/w27309/w27309.pdf.

1 Latinx communities were less likely to receive funds.⁶⁷ The second round of these
 2 payments were distributed more equitably because significant funds were set aside for
 3 smaller firms, smaller loans, and first-time borrowers .⁶⁸ Moreover, lenders with
 4 culturally specific knowledge and more community-based engagement (i.e., Community
 5 Development Financial Institutions and Minority Depository Institutions (“MDIs”)
 6 received designated PPP funds that they were authorized to distribute.⁶⁹

7
 8 Dominion should encourage lenders to create products (e.g., revenue-based financing,
 9 loan guarantee instruments) that align with contracting terms and recognize that owners
 10 from historically economically disadvantaged communities often have fewer business
 11 and financial assets.⁷⁰ Lending institutions can also help identify “banking deserts”
 12 where capital flows are low. CRA investments, CDFI lending and other sources could be
 13 targeted to those geographies.

14
 15 **Q. Can you elaborate on the capital access strategies for Dominion?**

16 A. Dominion should consider contributing funds that will be available to target underserved
 17 businesses. For example, the Company can provide capital to target firms during the

⁶⁷ Sifan Liu & Joseph Parilla, *New data shows small businesses in communities of color had unequal access to federal COVID-19 relief*, BROOKINGS INSTITUTE, (Sept. 17, 2020) <https://www.brookings.edu/research/new-data-shows-small-businesses-in-communities-of-color-had-unequal-access-to-federal-covid-19-relief/>.

⁶⁸ Sifan Liu & Joseph Parilla, *Businesses owned by women and minorities have grown. Will COVID-19 undo that?*, BROOKINGS INSTITUTE (April 14, 2020) <https://www.brookings.edu/research/businesses-owned-by-women-and-minorities-have-grown-will-covid-19-undo-that/>.

⁶⁹ Kiyadh Burt, *Key Designations in New PPP Increase Access for Small Businesses*, HOPE POLICY INSTITUTE (Jan. 26, 2021) <http://hopepolicy.org/blog/key-designations-in-new-ppp-increase-access-for-small-businesses/>.

⁷⁰ Economic Opportunities Program, *The Racial Gap in Business Ownership Explained in Four Charts*, ASPEN INSTITUTE: BUSINESS AND MARKETS (Feb. 6, 2017) <https://www.aspeninstitute.org/blog-posts/racial-gap-business-ownership-explained-four-charts/>.

1 qualification process⁷¹ and contribute to regional revolving loan funds designed to
2 support target firms in the offshore wind industry.

3
4 In addition, there are processes, some that Dominion may already use, that would benefit
5 smaller firms. In 2011, the federal government decreased the delay in payment for
6 smaller firms, a process known as Quickpay. The new process has reduced financing
7 frictions related to payroll and cash flow and resulted in an increase in employment.⁷²
8 Similar commitments to rapid payments for target firms—and requiring all Tier 1
9 suppliers and Original Equipment Manufacturers to commit to the same—will have a
10 positive impact on target firms that win contracts and will encourage smaller firms to
11 consider submitting bids.

12
13 **Q. What are other capital access strategies?**

14 A. As mentioned above, a revolving loan fund is an excellent way to provide targeted capital
15 in support of the outcome of the Plan. Such funds can be held by local government,
16 CDFIs or other actors with fiduciary responsibility. Moreover, a side range of actors in
17 addition to Dominion should be eligible to contribute to these funds. Banks serving the
18 Hampton Roads region should be specifically targeted to contribute funds in accordance
19 with their Community Reinvestment Act to supplement available capital.⁷³

20

⁷¹ XODUS Report at 19.

⁷² Barrot, Jean-Noël & Ramana Nanda, "The Employment Effects of Faster Payment: Evidence from the Federal Quickpay Reform, 75 J. Finance 3139, (Dec. 2020) <https://doi.org/10.1111/jofi.12955>.

⁷³ DENISE FAIRCHILD & KALIMA ROSE, INCLUSIVE PROCUREMENT 6 (Emerald Cities & PolicyLink, 2018) https://www.policylink.org/sites/default/files/InclusiveProcurement_final-3-5-18.pdf.

1 Dominion should also encourage the Business Network for Offshore Wind to waive
2 membership and workshop fees, provide scholarships, or otherwise decrease the financial
3 burden for suppliers from historically economically disadvantaged communities. Currently,
4 BNOW charges \$2,650 per year for membership, which is a strong deterrent and often
5 prohibitive for smaller and newer firms.

6
7 Dominion, in partnership with the HRA, could create a “contractor college” designed to
8 upgrade smaller, target suppliers for bigger roles similar to what has been developed by
9 the Emerald Cities Collaborative. It is a nonprofit organization that has built the “E-
10 Contractor Academy,” which is a “seven-week training program where small, WMDBE
11 contractors learn to perform energy efficiency and renewable energy retrofit projects. The
12 program typically involves a collaboration between a local or regional government entity
13 and a local financial institution.”⁷⁴

14
15 Smaller firms and those in historically economically disadvantaged communities have less
16 access to and do not take full advantage of support services such as accountants, legal
17 services, and other consultants. Both budgetary constraints and a lack of understanding
18 of the importance of these services to successful bids are barriers. A wide range of
19 strategies exist to promote the use of these services by target firms, including: directing
20 the use of funds from third parties (bank lenders, revolving loan funds, grant incentives,
21 etc.) for this purpose; engaging the pro bono services of university law clinics and local

⁷⁴ *E-Contractor Academy*, <https://emeraldcities.org/our-work/e-contractor-academy/>.

1 legal firms; and building partnerships with national organizations that represent these
2 service industries.

3
4 **Q. What are bonding issues and how can they be addressed?**

5 A. Smaller firms are typically less capitalized than larger firms. As a result, these firms may
6 have difficulty obtaining a performance bond because it is cost prohibitive or they lack
7 the requisite work history. The City of St. Paul, Minnesota, for example, has removed all
8 bonding requirements for bids under \$175,000.⁷⁵

9
10 **Q. What role could incentives play in supporting the goals of the Company?**

11 A. Tax credits and other incentives are used by all levels of government to reward corporate
12 decisions that have a positive impact on the economy or the community (e.g., new job
13 creation). These mechanisms can also be used to encourage the goals of the Plan.
14 Dominion could promote the use of precision-targeted tax relief and incentives that
15 dovetail with capital needs and the unique financial requirements of local, veteran, and
16 historically economically disadvantaged suppliers.

17
18 The XODUS Report notes that “smaller companies will have a difficult time going
19 through the qualification process unless such support is given.”⁷⁶ Incentives might be
20 directed to smaller firms, firms that have not yet bid successfully on other aspects of the
21 CVOW Project, and firms that are located in census tracts that are designated as

⁷⁵ *Bidding, Bonding, and Insurance*, <https://www.stpaul.gov/departments/human-rights-equal-economic-opportunity/procurement-contract-analysis-services/bidding>.

⁷⁶ XODUS Report at 21.

1 economically distressed. There is also a role here for directing incentives to larger firms
2 (e.g., Tier 1 suppliers) that successfully award contracts to target suppliers, and/or firms
3 that achieve other milestones that are supportive of the Plan. Engaging with the
4 appropriate governments in the Hampton Roads area on incentive policy should be
5 explicitly included in the Company's Plan.

6
7 **PART VII: CONCLUSION AND RECOMMENDATION**

8 **Q. Do you have any concluding thoughts?**

9 A. Yes. Dominion has the opportunity to multiply the impact of its Economic Development
10 Plan by encouraging the adoption of metrics and other economic development-related
11 targets throughout the offshore wind sector.

12
13 A robust plan with vision, metrics, targets, and clearly articulated strategies is a
14 tremendous business opportunity for Dominion to create a model of practice to define the
15 future of offshore wind in the United States. A filing requirement every six months,
16 which I have recommended in this testimony, will help provide accountability and ensure
17 that any economic development plan is more than just words. As the domestic industry
18 matures to more comprehensive RFPs (e.g., Engineering-Procurement-Construction-
19 Installation packages)⁷⁷, metrics should be laid out clearly and included in RFPs that will
20 influence the entire offshore industry.

⁷⁷ XODUS Report at 17-18.

1 Metrics, like the ones discussed in this testimony, will help ensure that offshore wind
2 development will be fundamentally different than fossil fuel-based energy generation:
3 from the carbon footprint, to the people employed, to the communities adjacent to new
4 development opportunities like the CVOW Project.

5
6 In conclusion, Dominion should be required to substantially revise its Plan as articulated
7 throughout this testimony to: (1) include a clear vision; (2) identify, track and report
8 relevant metrics every six months and set ambitious, progressive targets; (3) make (or
9 highlight) personnel structure changes within the Company; (4) address barriers to
10 economic development impact in the workforce and supply chain; and (5) address capital
11 access barriers for local-owned businesses, veteran-owned businesses, and businesses in
12 historically economically disadvantaged communities. This revision should be submitted
13 to the Commission within six months of the Commission's Final Order in this docket.

14 The Company should also be required to file detailed progress reports every six months
15 thereafter.

16
17 **Q. Does this conclude your testimony?**

18 A. Yes.

Attachment ML-1

C.V. of Dr. Mark Little, Ph.D.

22050010

SHORT BIO

Mark Gabriel Little is a sustainable developer, earth scientist, writer, and baba. He leads CREATE a multi-state economic development center at UNC Chapel Hill working to empower and enrich distressed communities through business development, community development, environmental sustainability, actionable research, international convenings, and disruptive policy. He is president-elect of the Geological Society of America and inaugural policy fellow at the E Pluribus Unum Fund. Mark founded the Black Communities Conference; served as executive director of the UNC Kenan Institute of Private Enterprise; served as AAAS Congressional Science Fellow to the US House Committee on Foreign Affairs; worked in renewable energy development; and conducted earth science research in Tanzania, China and U.S. Mark also composes and performs music as MGL.

LEADERSHIP SUMMARY

Executive leader, founder, and thought leader with proven strategy, management, fundraising, and team-building skills. More than a decade of experience in economic development, earth and environmental sciences, community engagement, and international development. Creative and analytical thinker with high emotional intelligence. Skilled writer, speaker and collaborator energized by working across sectors, cultures, and languages.

REPRESENTATIVE EXPERTISE

Executive Leadership	Fundraising	Policy Development
Economic & Community Development	Strategic Planning	Coalition Building
Earth Sciences	Public Speaking	Conflict Resolution

SELECTED LEADERSHIP CONTRIBUTIONS

- Co-founded CREATE, a multi-state economic development center that builds new wealth in distressed communities through job creation, business growth, useful research, and innovative policy
- Elected president of the Geological Society of America
- Selected as an inaugural policy fellow for the E Pluribus Unum Fund
- Co-founded NCGrowth, an award-winning U.S. Economic Development Administration University Center that is creating higher-than-average salary, private-sector jobs in economically distressed places across North & South Carolina
- Founded Anchor Institutions Create Economic Resilience (AICER), a national program that leverages the procurement and purchasing budgets of universities, hospitals, governments, and other large institutions to support Black, Indigenous and Latino-owned, rural, or COVID-impacted communities
- Secured more than \$10,000,000 in new funding from federal grants, corporate foundations, and other sources
- Lead operational, research, educational, marketing, communications and financial activities of Kenan Institute of Private Enterprise during major expansion of staff (+40%), budget (+50%), events (+200%) and research products (+200%)
- Founded the Black Communities Conference, the preeminent convening of scholars and community leaders from across the African diaspora
- Provided strategic input to numerous cross-campus, statewide, national, and international boards and committees
- Led Technology Commercialization Carolina, a multi-university IP commercialization initiative
- Built enduring professional relationships with hundreds of businesses, public officials, scientists, faith leaders, and NGO's across rural and urban geographies on five continents
- Fieldwork in Tanzania (Arusha, Kilimanjaro), U.S. (Death Valley, Sierra Nevada), and China (Yanshan)
- Published peer-reviewed geochemical research on global climate, carbon capture and storage (CCS), weathering and air pollution
- Drafted climate and mineral resources-related bills as AAAS Fellow to U.S. Congressional Committee on Foreign Affairs

PROFESSIONAL EXPERIENCE

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Executive Director, CREATE, 2020-
Director, NCGrowth program, 2012-

2011-

MARK GABRIEL LITTLE

Executive Director, Kenan Institute of Private Enterprise, 2014-2020
Adjunct Associate Professor, Kenan-Flagler Business School, 2016-2018
Senior Research Associate, Kenan Institute of Private Enterprise, 2011-2012

US HOUSE OF REPRESENTATIVES, WASHINGTON, DC 2009-2010
AAAS-GSA-USGS Congressional Science Fellow, Committee on Foreign Affairs

GEOLOGICAL SOCIETY OF AMERICA, BOULDER, CO 2021-
President, 2022-2023
President Elect, 2021-2022

DUKE UNIVERSITY, DURHAM, NC 2009-2010
Postdoctoral Fellow, Center on Global Change

BIOFUELS CENTER OF NORTH CAROLINA, OXFORD, NC 2009-2010
Independent Energy Development Consultant

VANCOUVER, CANADA 2008-2009
Independent Energy Development Consultant

PEKING UNIVERSITY, BEIJING, CHINA 2007-2008
Luce Scholar, College of Urban and Environmental Sciences

RICE UNIVERSITY, HOUSTON, TX 2003-2007
Graduate Student and Instructor

THE CHAPIN SCHOOL, NEW YORK, NY 2001-2002
Head Track Coach

EDUCATION

RICE UNIVERSITY, HOUSTON, TX 2008
Ph.D., Geology and Geophysics

HARVARD UNIVERSITY, CAMBRIDGE, MA 2001
B.A. magna cum laude, Earth and Planetary Science

BOARD & COMMITTEE SERVICE

President, Geological Society of America 2022-
 Community Advisory Board, NOAA Regional Integrated Sciences and Assessments (RISA) 2022-
 Advisor, Ike Jime Federation, LLC 2015-
 Inaugural Policy Scholar, E Pluribus Unum Institute 2021-2022
 President-Elect, Geological Society of America 2021-2022
 Program Committee, Second National Conference Minority Participation in Earth Science 2021-2022
 Diversity, Equity, and Justice for Sustainable Development Working Group, UN SDSN-USA 2021-2022
 North Carolina Policy Collaboratory Advisory Board 2017-2022
 Finance Committee, Geological Society of America 2020-2021
 Member, North Carolina Black Entrepreneurship Council 2020-2021
 Making Inequality Unacceptable Taskforce, Duke University & Ford Foundation 2019-2021
 Councilor, Geological Society of America 2016-2020
 UNC First Nations Council 2018-2021
 Council Member-at-large (executive officer), Geological Society of America 2018-2019
 Nominations Committee, Geological Society of America 2018-2020

Chair, Geology & Public Policy Committee, Geological Society of America	2011-2012
PBS Black Issues Forum Advisory Board	2018-2020
University Advisory Board, Center for the Study of the American South	2016-2021
Advisory Board, Skanska, USA – Princeville Partnership	2016-2018
Advisory Group, NC Rural Center Small Business Recovery Program	2017
UNC Chapel Hill Social Innovation Taskforce	2017
Strategy Committee, UNC Three Zeros Environmental Initiative	2016-2017
Governor's Hurricane Matthew Recovery Committee	2016-2017
Lead Author, UNEP (Kenya) Global Environmental Outlook	2015-2017
Participant, Z Smith Reynolds Foundation Deeper Insights	2016
Advisory Group, NC Department of Commerce Broadband Plan	2016
Advisory Group, Rural Food Co-operative Supply Chain	2015-2016
Working Group, UNC Sustainability Strategic Plan	2015
Senior Management Committee, Kenan-Flagler School of Business	2014-2019
AGU Congressional Science Fellow Taskforce	2013-2015
Search Committee, various, UNC Chapel Hill	2012-
Executive Committee, Baker Institute of Public Policy Student Forum	2003-2007
Faculty Search Committee, Rice University Earth Sciences	2005-2007
President's Council on Diversity, Rice University	2005-2007
President, Black Graduate Student Association	2005-2006
Ad Hoc Reviewer, Env Sci & Tech; Chem Geo; Climate Policy; Environmental Development	2006-2012
Founder & Chair, Harvard University Black Arts Festival	1998-2000
Volunteer, TROSA, Durham, NC; South Bay Prison, MA; Haitian Cultural Center, Cambridge, MA	1997-
Member, AAAS; AGU; Geological Society of America	

GRANTS & FUNDRAISING

National Strategic Grant, Truist Foundation (\$2,000,000)	2021-2024
GoldenLEAF Foundation Grant (\$197,000)	2022-2024
J P Morgan Chase Grant (\$220,000)	2021-2023
Rural Business Development Grant, South Carolina-USDA (\$139,000)	2021-2022
Rural Business Development Grant, North Carolina-USDA (\$145,000)	2021-2022
EDA COVID19 Investment Grant (\$325,000)	2021-2023
EDA CARES Act Recovery Assistance (\$300,000)	2020-2022
NC Policy Collaboratory COVID19 Grant (\$30,000)	2020-2021
State-Level Systemic Change Grant, Z Smith Reynolds Foundation (\$100,000)	2020-2023
EDA University Center Grant (\$1,200,000)	2017-2022
Community Development Grant, SunTrust Bank Foundation (\$950,000)	2018-2021
Rural Business Development Grant, NC-USDA (\$38,500)	2019-2020
Ecosystem Grant, NC IDEA (\$100,000)	2018-2020
Sponsorships, 2019 Black Communities Conference (\$108,000)	2018-2019
NC Policy Collaboratory Grant (\$50,000)	2018-2019
Z Smith Reynolds Foundation Grant (\$45,000)	2018-2019
Rural Business Development Grant, NC-USDA (\$125,000)	2018-2019
Sponsorships, 2018 Black Communities Conference (\$62,000)	2017-2018
Rural Business Development Grant, NC-USDA (\$125,442)	2017-2018
Z Smith Reynolds Foundation Grant (\$45,000)	2017-2018
EDA i6 Challenge Grant (\$1,100,000)	2015-2018
NC Policy Collaboratory Grant (\$30,000)	2016-2017
Z Smith Reynolds Foundation Grant (\$90,000)	2015-2017
GoldenLEAF Foundation Grant (\$120,000)	2015-2017
EDA University Center Grant (\$1,600,000)	2012-2017
Biofuels Center of North Carolina Grant (\$75,000)	2012-2013
Biofuels Center of North Carolina Grant (\$50,000)	2011-2012

US Dept of Energy Grant (\$299,918)

2009-2010

HONORS & AWARDS

Provost Engaged Scholarship Award, UNC Chapel Hill	2021
Judges Award (<i>team award</i>), University Economic Development Association	2019
Advanced Foreign Scholar, University of International Business and Economics (China)	2018
Fellow, Geological Society of America	2017
Outstanding Contribution Award, UNC Kenan-Flagler Business School	2015
Recognition of Service, NC Central University School of Business	2015
Interviewee, NASA Astronaut Candidate Program	2012
AAAS/GSA/USGS Congressional Science Fellow	2009-2010
AAAS Science & Technology Policy Fellowship Finalist	2009
Luce Scholar	2007-2008
Outstanding Graduate Student Award, Rice University	2007
Chevron Fellowship	2007
Robert Lowry Patten Service Award, Harvard University	2007
Ford Foundation Graduate Fellowship	2005-2007
President's Fellowship, Rice University	2004-2007
Harvard Oration, Harvard University Commencement	2001
Arthur Smithies Music Prize, Harvard University	2001
Harvard Foundation Recognition	2001
Harvard Scholarship	1999-2001
Thomas J. Watson Scholarship	1997-2001
National Merit Scholar	1997
Graduation Speaker, Chapel Hill High School	1997
AP Scholar	1997
All Conference Triple Jump, NC PAC-4 Conference	1995-1997

CONVENINGS & WEBINARS

Co-Chair & Founder, *Black Communities: A Conference for Collaboration, Durham, NC* 2017-2021
 Annual international event to foster collaboration among Black community leaders and scholars. More than 700 attendees from 30+ U.S. states and ten countries engage 200+ panel discussions, tours, talks, film screenings, workshops, popups, keynotes, dramatic performances, and other activities. Webinar series in 2020 focused on unique impact of the COVID-19 pandemic on the African diaspora. Sessions focus on topics through the fence of COVID-19 such as health disparities, community development, the arts, and technology. Expert panelists are joined by more than 250 community leader and academic scholar participants. Virtual conference in spring 2021 featured eight focused roundtables, collab sessions, 40+ speakers, and 400 attendees. Archived, www.BlackCommunities.unc.edu.

Co-Creator, *Keys to Economic Recovery from COVID-10, virtual* 2020-2021
 Helped create and moderate a collaborative project between NCGrowth and the ncIMPACT Initiative at the UNC School of Government. Through robust data analysis, case studies, webinars, and peer learning sessions, NC local governments have access to some of the best economic recovery resources in the nation. Archived, <https://ncgrowth.unc.edu/index.php/news-media/testing-the-keys-to-economic-recovery/>.

Co-Producer, *NCGrowth Showcase Events & Immersives, various locations, NC & SC* 2012-
 Showcase events are annual gathering of business and community partners held in communities across North and South Carolina. Immersives are bespoke fieldtrips for community, business and political leaders to learn and build relationships in an underestimated location. Past Immersives held in Robeson County, NC; Burlington, NC; and High Point, NC. First virtual Showcase archived, <https://ncgrowth.unc.edu/index.php/virtual-events/>.

Co-Producer, *Small Business & COVID-19 Webinar Series, virtual* 2020
 Helped to develop a weekly NCGrowth-SmartUp webinar series that explores the impact of the COVID-19 crisis on business

20250919

and economic development across the Carolinas, particularly in communities experiencing the most economic distress. Panelists include elected officials, CEOs, and community and economic development practitioners. Topics have included SBA loans, the future of tourism, and how business owners are responding to the crisis. Archived, <https://ncgrowth.unc.edu/index.php/virtual-events/>.

Co-Chair, *Closing the Wealth Gap Conference*, Chapel Hill, NC 2019
National thought leaders discuss the impact of wealth inequities; role of community investors; practices of other countries; role of policy, places and technology in closing the wealth gap; and remedies.

Moderator, *Historic Black Towns Symposium*, Chapel Hill, NC 2015
Mayors and municipal staffs of eight historic Black towns participated in a symposium with scholars to address legal and government issues, oral history collection, entrepreneurship and cultural tourism, archive development and preservation, foodways and community health. Tuskegee and Hobson City, AL; Eatonville, FL; Grambling, LA; Mound Bayou, MS; and East Spencer, Princeville, and Navassa, NC were all represented.

Chair, *Interrogation and Detention in Wartime*, Baker Institute for Public Policy, TX 2006
Forum on military interrogation policy. The former Deputy Assistant US Attorney General John Yoo, who authored the Bush administration's legal justification for enhanced interrogation techniques following the attacks of Sept. 11, 2001, participated in a panel discussion with Donald Goldstein, author and international security expert, and Jordan Paust, international and military law scholar and a professor at the University of Houston Law School. Archived, www.bakerinstitute.org/events/100/.

Chair, *Trafficking Women*, Baker Institute for Public Policy, TX 2006
Forum on the role of Houston in the international trafficking of women. Participants included, Congressperson Sheila Jackson Lee, representing the 18th Congressional district of Houston; captain of the Houston Police Department vice division; deputy chief of the criminal division of the U.S. Attorney's Office; Boat People SOS; YMCA International Services; and faculty.

Chair, *AIDS Off RADAR: The Black American Epidemic*, Baker Institute for Public Policy, TX 2005
Multiple panel discussions covered the behavioral epidemiology HIV, socio-economic costs, culturally relevant interventions, and other topics. Panelists included local elected officials; AIDS Foundation Houston and other NGOs; Brentwood Baptist Church, Fountain of Praise and other churches; the Houston NAACP; and faculty from Rice University, the University of Alabama, and the University of Houston. Archived, www.bakerinstitute.org/events/86/.

TEACHING

COVID, Work and the Road to a New Prosperity, UNC Chapel Hill 2020-2021
Co-taught new course for first year students attending school remotely because of COVID-19 related concerns. The course explored the changing realities of employment, teleworking, firms, work, and the social contract by engaging research and faculty from across the university.

U.S. Politics Seminar, University of International Business and Economics, Beijing, China 2018
Taught series of seminar courses for pursuing degrees in international relationships, political science and related areas. "International Environmental and Energy Political Economy" presented case studies at nexus of energy, environment and economic development. Lectured on 2018 midterm U.S. elections with bi-lateral U.S.-China relations lens. Third lecture focused on race and gender's role in U.S. politics.

Economic Development Internship, (various universities) 2017-
Developed a competitive internship for graduate students at 20+ universities in North Carolina, South Carolina, and Tennessee including Duke, NC State University, NC Central University, UNC Pembroke, Clemson, University of South Carolina, Claflin, and Vanderbilt. Interns gain experience providing technical assistance, strategic planning, and/or applied research in addition to a wide range of professional development opportunities.

Research Fellowship, UNC Chapel Hill 2015-2017
Developed a selective research fellowship and convened an external review committee to support advanced doctoral students,

postdocs, and early career faculty researching the topics of entrepreneurship, economic development, or global competitiveness. The fellowship encouraged cutting edge collaborations with researchers at the Kenan Institute and Kenan-Flagler Business School.

MBA Kenan Scholars Research Course, UNC Chapel Hill 2016-2018

Taught course that provides opportunity for MBA students to participate in academic research with range of faculty.

Energy and Climate Course, Peking University 2007-2008

Taught advanced graduate course on energy, climate change and sustainable development. Topics covered included fossil fuels extraction and combustion, black body radiation, basic climate science, and international climate policy.

The Kyoto Protocol Course, Rice University 2006

Guided students through an analysis of global warming and its potential for mitigation by using the Kyoto Protocol, U.N. Framework Convention on Climate Change, and science policy. Carbon markets, international development and policy implications were highlighted.

Land Use and Land Cover Change Course, Rice University 2005

Taught a graduate level course that explored the intersection of environmental science, public policy, economics, health and land planning. Students were guided through a series of discussions of current LULCC literature in each of those disciplines.

Soil Science and Sustainability Course, Rice University 2005

Taught a generalist course on physical and chemical soil formation processes, soil terminology, nutrient cycling, agriculture, erosion, desertification, landslides and contamination. This lecture- and field-based course culminated with student presentations of global case studies at the intersection of environmental sciences, economics and soils.

OTHER PRESENTATIONS & INTERVIEWS

Seminar, Department of City and Regional Planning, UNC Chapel Hill, *invited lecturer* (2022/04/07; 2022/03/21)

"The Deception of 'Sameness'", Project Management Institute, NC Piedmont Triad Chapter, *invited speaker* (2022/05/10)

Seminar, Harvard Kennedy School of Government, Cambridge, MA, *invited lecturer* (2022/01/04)

Black Issues Forum, *invited panelist*, PBS (2021/12/10; 2020/10/29) <https://video.pbsnc.org/video/deep-dive-on-social-infra-structure-bill-more-black-santas-6dkd1s/>; <https://www.pbs.org/video/black-issues-forum-oct-29-2020-5be2rw/>

Carolina Business Review TV Show, *invited panelist*, PBS (2021/12/03; 2020/10/23; 2020/02/14; 2019/03/22) <https://www.pbs.org/video/october-23-2020-pxdfse/>

Seminar, Department of Earth, Marine, and Environmental Sciences, UNC Chapel Hill (2021/11/05)

AIA/ACSA Intersections Research Conference (American Institute of Architects), Washington, DC, *invited plenary speaker* (2021/10/01)

Emergence: Organizations, Markets, Platforms and Regions workshop (CREATE & AOM TIM Division), Chapel Hill, NC, *invited panelist* (2021/08/26)

Historic African-American Neighborhood and District Summit (HAANDS), Atlanta, GA, *invited moderator* (2021/05/27)

Institute for Emerging Issues Forum, Raleigh, NC, *invited speaker* (2021/02/15)

"The Changemaker," Rice Magazine (2021/01) <https://magazine.rice.edu/2021/01/the-changemaker/>

Viewpoints on Resilient and Equitable Responses to the Pandemic Podcast (2020/09/24)

<https://curs.unc.edu/2020/09/25/viewpoints-on-resilient-equitable-responses-to-the-pandemic-mark-gabriel-little-afrofutures/>

Business statistics, *guest lecturer* (2020/09/22) Sanford School of Public Policy, Duke University

Southern Futures: The Podcast, *interview* (2020/07/17) <https://southernfutures.unc.edu/thepodcast/>

"The Mighty Engine that Never Idles" (2020/09/10) <https://www.northcarolina.edu/news/the-mighty-engine-that-never-idles/>

Solving Urban Problems Course, *guest lecturer* (2020/08/20) UNC Chapel Hill

I4 Boundary Spanners, *invited panelist* (2020/08/03) UNC Chapel Hill

Driving Equitable Solutions for Racial Justice Amid COVID-19, *invited panelist* (2020/07/27) Kenan Institute Press Briefing, UNC Chapel Hill

Southern Futures: The Podcast, *interview* (2020/07/17) <https://southernfutures.unc.edu/thepodcast/>

UNC-CH Chancellor Roundtable for Foundation Partners, *invited panelist* (2020/06/24)

Substantial Magazine, *interview*. (2020/06/15) https://issuu.com/substantialmagazine/docs/substantial_issue_2020

Connect, Engage, Transform: Rural Community Partnerships Conference, UNC Chapel Hill, *closing panelist & steering committee* (2020/01/24)

Leading Underserved Communities, Campbell University, *invited lecturer* (2020/01/23; 2021/02/11; 2022/02/10)

Racial Equity, Economics, Finance, and Sustainability (REEFS) Roundtable, Durham, NC, *invited discussant* (2018/10/01)

The Wealth Gap Part 2: National Consequences of Unequal Income Distribution, UNC Law School, Chapel Hill, NC, *invited discussant* (2018/09/17)

Roundtable on Hurricane Matthew Recovery, UNC Chapel Hill, *Moderator* (2017/04/27)

Hazards, Resilience, and Climate Change Research Symposium, UNC Chapel Hill, *Panelist* (2017/04/21)

NC Clean Tech Summit, Institute for the Environment, UNC Chapel Hill, *Panel moderator and co-organizer* (2017/03/2-3)

Center for the Study of the American South, UNC Chapel Hill, *Guest lecturer* (2017/02/08)

Board of Trustees, UNC Chapel Hill, *invited speaker* (2017/01/25)

Department of Public Policy, UNC Chapel Hill, *Guest lecturer* (2017/01/20)

Congressional briefing on the US Economic Development Administration, Washington, DC, *invited presenter* (2016/05/16)

EDA National Conference, Washington, DC, *invited panelist* (2016/04/07)

Business Strategy Beyond the Market, Kenan-Flagler Business School, UNC Chapel Hill, *invited lecturer* (2016/02/09)

Annual Engagement Units Summit, UNC Chapel Hill, *Panel moderator* (2016/01/29)

Investing in Diversity Speaker Series, National Science Foundation (NSF), Washington, DC, *invited speaker* (2016/01/14)

Conservation Leadership Network Conference, Plymouth, NC, *Panelist* (2015/10/13)

IAAR Engaged Research Panel, UNC Chapel Hill, *Panelist* (2015/10/07)

SBA/AARP Encore Entrepreneur Fair, Carolina Club, Chapel Hill, NC, *panelist* (2015/08/19)

Historic Black Towns and Settlements Alliance Symposium, Chapel Hill, NC, *Co-organizer and moderator* (2015/04/06-07)

NC Clean Tech Summit, Institute for the Environment, of North Carolina, *Panel moderator and co-organizer* (2015/02/19-20)

Planning Retreat, Advisory Board of CPNI (Construction Professionals Network Institute, Inc.) *invited presentation* (2015/01/14)

Mayor-Commissioner Meeting, Roxobel, Bertie County, NC, *invited presentation* (2014/08/18)

Economic Summit, Rocky Mount Area Chamber of Commerce, *invited presentation* (2014/04/01)

Economic Development Task Force, NC Association of County Commissioners, "NC Strategic Economic Growth," *invited presentation* (2014/02/25)

Faith-Workforce Development Summit, Merryhill, Bertie County, NC, *Co-organizer* (2014/02/08)

Department City and Regional Planning, UNC Chapel Hill, "Renewable energy policy," *invited presentation* (2013/09/25)

USDA Risk Management through Renewable Energy & Farm Financials, *Conference moderator* (2013/01/11 & 2013/06/01)

Foreign Fulbright Technologies for Energy and Environment (IIE), *Panel moderator* (2013/05/29)

APEC (Asia-Pacific Economic Cooperation) Renewable Energy Conference, Beijing, China, *Session chair and invited presentation*. (2012/06)

NC Department of Commerce, "Renewables, & Economic Development," *invited presentation* (2012)

Department of Geology, University of Maryland, "South African energy policy," *invited presentation* (2010)

Geological Society of America Annual Meeting, Denver, CO, "Potential impacts on freshwater aquifers of carbon dioxide leaks from deep geosequestration," *Presentation* (2010)

American Meteorological Society, DC, "Geosciences and public policy," *invited presentation* (2010)

American Geological Institute, DC, "Geosciences and public policy," *invited presentation* (2010)

Geological Society of America, Portland, OR, "Geosciences and public policy," *presentation* (2010)

Department of Earth and Planetary Sciences, Johns Hopkins University, "Weathering, soils and climate change," *invited presentation* (2009)

University of International Business and Economics, Beijing, China, "Climate change, Presidential elections and the future of GHG emissions," *invited presentation* (2008)

Goldschmidt Conference, Melbourne, Australia, "Physical and chemical weathering in mountainous regions," *invited presentation* (2008)

Department of Civil and Environmental Engineering, Rice University, "The science of global warming and its potential for mitigation," *Presentation* (2006)

PUBLICATIONS

Little, M.G. (forthcoming). "More Power to People." Policy brief, Aspen Institute

Little, M.G. (forthcoming). "Democratizing Infrastructure." Policy report, E Pluribus Unum Institute

- Iruka, I. and **Little, M.G.** (contributing author) (2021). "Anti-racist Policies Needed to Address Pandemic's Toll on Black Families." Kenan Insights
- Little, M.G.** (2020). "Black Economic Futures." Kenan Insights
- Trends in Entrepreneurship Quarterly Update: Policy Response to COVID-19 (contributing author) (2020/06/24). Kenan Institute of Private Enterprise Report
- United Nations Environment Programme (contributing author) (2016). *GEO-6 Regional Assessment for North America*. United Nations Environment Programme, Nairobi, Kenya
- Lester, T.W., **Little, M.G.**, Jolley, J. (2015). "Assessing the Economic Impact of Alternative Biomass Uses: Biofuels, Wood Pellets, and Energy Production" *Journal of Regional Analysis and Policy*
- Breit, E., Smith, S., **Little, M.G.** (2014). *Blueprint for Bertie: a Community Economic Development Plan*. Kenan Institute of Private Enterprise Report
- Medina, W. and **Little, M.G.** (2013). *Evaluation of On-Base Biodiesel Refinery*. Biofuels Center of North Carolina/Kenan Institute of Private Enterprise Report
- Little, M.G.**, Appold, S., Cagiran, I., Gültekin, M., Primmer, C. (2013). *North Carolina's Role in the Global Biomass Energy Market*. Biofuels Center of North Carolina/Kenan Institute of Private Enterprise Report
- Little, M.G.**, Lester, T.W., Slesinger, J., Jolley, G.J. (2013). *The Economic Impact of Biomass Alternatives on North Carolina's Economy*. Biofuels Center of North Carolina/Kenan Institute of Private Enterprise Report
- Little, M.G.** and Jackson, R.B. (2011). Response to comment on potential impacts of leakage from deep CO₂ geosequestration on overlying freshwater aquifers. *Environmental Science and Technology*, 45(7), 3175–3176
- Little, M.G.** (2011). *Electricity in Eastern North Carolina*. Kenan Institute of Private Enterprise Report
- Little, M.G.** (2011). Congressional Oversight and Improved Decisions. *GSA Today*, 21 (1)
- Little, M.G.** (2010). Conflict Minerals. *GSA Today*, 20 (11)
- Little, M.G.** and Jackson, R.B. (2010). Potential impacts of leakage from deep CO₂ geosequestration on overlying freshwater aquifers. *Environmental Science and Technology*, 44(23), 9225–9232
- Little, M.G.** (2010). Sustaining the Global Environment through Foreign Assistance. *GSA Today*, 20 (7)
- Little, M.G.** (2010). Notes from the Staff Bench. *GSA Today*, 20 (2)
- Little, M.G.** and Lee, C.-T.A. (2010). Sequential extraction of labile elements and chemical characterization of a basaltic soil from Mt. Meru, Tanzania. *Journal of African Earth Science*, 57, 444-454
- Liu, S., Tao, S., Liu, W., Dou, H., Liu, Y., Zhao, J., **Little, M.G.**, Tian, Z., Wang, J., Wang, L., and Gao, Y. (2008). Seasonal and spatial occurrence and distribution of atmospheric polycyclic aromatic hydrocarbons (PAHs) in rural and urban areas of the North Chinese Plain. *Environmental Pollution*, 156(3), 651-656
- Lee, C.-T.A., Morton, D.M., **Little, M.G.**, Kistler, R., Horodysky, U., Leeman, W.P. and Agranier, A. (2008). Regulating continental growth and composition by chemical weathering. *Proceedings of the National Academy of Sciences*, 105(13), 4981-4986
- Little, M.G.** (2007). *Broadening Theories of Soil Formation: Insights from Northern Tanzania and Simple Models*. PhD dissertation, Rice University
- Little, M.G.** and Lee, C.-T.A. (2006). On the formation of an inverted weathering profile on Mount Kilimanjaro, Tanzania: buried paleosol or groundwater weathering? *Chemical Geology*, 235 (3-4), 205-221
- Little, M.G.** (2001). *Stress and Strain on the N.E.A.R. 433 Ridge Rahe Dorsum*. Senior honors thesis, Harvard University
- Little, M. G.**, ed. (2000). *Oral Traditions*. Harvard Spoken Word Society and Black Student Association

OTHER SKILLS

Languages: English (native); French (advanced); Spanish (intermediate); Chinese (elementary)

Music (supplementary resume available): composition, vocal, saxophone, keys, choir direction. Portfolio of commissioned works and international performances.

Crafts: leather work; co-founder of Plue Naturals, LLC (boutique bodycare company)

Attachment ML-2

Company Response to Sierra Club
Interrogatory, 1st Set, Question 6

Virginia Electric and Power Company
Case No. PUR-2021-00142
Sierra Club
First Set

220350016

The following response to Question No. 6 of the First Set of Interrogatories and Requests for Production of Documents propounded by Sierra Club received on February 18, 2022, has been prepared under my supervision.

John Larson
Director, Public Policy & Economic Development
Dominion Energy Services, Inc.

Question No. 6

Reference Dominion Witness Direct Testimony John Larson, pages 1-3.

- a. Please identify the metrics that the Company has established to measure its progress in meeting its “economic impact and hiring objectives.”
- b. Identify and describe the “community engagement and outreach activities” that have been conducted to achieve the “economic impact and hiring objectives.”
- c. Please provide any additional documentation related to the “economic impact and hiring objectives” determined by Dominion, the metrics used for making such determinations, and outcomes from any community engagement as they relate to achieving these “hiring objectives.”

Response:

- a. To measure its progress in meeting its “economic impact and hiring objectives,” the Company is collecting the data below for major contracts (greater than \$500,000 value).
 1. Purchase Order;
 2. Corporate Office Location;
 3. Virginia Office Location;
 4. Total employees and subcontractor employees working on the project;
 5. Number of **U.S. Employees**, including subcontractor U.S. employees working the project (Subset of #1);
 6. Number of **Virginia Employees**, including subcontractor Virginia employees, working the project (subset of #1);
 7. **U.S. Spend-To-Date**, including appropriate subcontractor spend;
 8. **Virginia Spend-To-Date**, including appropriate subcontractor spend;
 9. **Women Owned Spend-To-Date**, including appropriate subcontractor spend;
 10. **Minority Owned Spend-To-Date**, including appropriate subcontractor spend;
 11. **Veteran Owned Spend-To-Date**, including appropriate subcontractor spend;

and

12. HubZone Spend-To-Date, including appropriate subcontractor spend.

On a parallel path, the Company is conducting surveys of its Tier 1 suppliers on a periodic basis to obtain details on the location of actual work and delivery of goods, the allocation of spend with diverse subcontractors, jobs created at their location, as well as staffing demographics. The survey requests Tier 1 suppliers to report this information for their subcontractors as well. From data collected through the survey on Virginia spend, the Company is endeavoring to track spend at the locality level.

- b. See *Attachment VI.A Economic Development Plan* to the Generation Appendix, which is in Volume 02 of 11 of the Company's filing. The Economic Development Plan contains information and data regarding the type and number of community engagement and outreach activities that have been held to achieve the economic impact and hiring objectives, which are discussed at the bottom of p. 138 and top of p. 139 of the Generation Appendix (pp. 2-3 of the Plan).
- c. At this time, the Company does not have any specific additional documentation beyond that discussed in response to Sierra Club Set 01-06 (a) and (b). As project development proceeds, however, the Company may identify additional information supporting its "economic impact and hiring objectives."

Attachment ML-3

Company Response to Sierra Club
Interrogatory, 3rd Set, Question 13

Virginia Electric and Power Company
Case No. PUR-2021-00142
Sierra Club
Third Set

The following response to Question No. 13 of the Third Set of Interrogatories and Requests for Production of Documents propounded by Sierra Club received on March 11, 2022, has been prepared under my supervision.

John Larson
Director, Public Policy & Economic Development
Dominion Energy Services, Inc.

The following response to Question No. 13 of the Third Set of Interrogatories and Requests for Production of Documents propounded by Sierra Club received on March 11, 2022, has been prepared under my supervision as it pertains to legal matters.

David J. DePippo
Assistant General Counsel
Dominion Energy Services, Inc.

Question No. 13

Reference Virginia Code § 56-585.1:11 D.

- a. Please provide Dominion's working definition of "historically economically disadvantaged communities?"
- b. Please explain how Dominion determines if a potential work is from one of the "historically economically disadvantaged communities"?

Response:

- (a) The Company's definition of "historically economically disadvantaged community" is consistent with the Va. Code and is set forth in Va. Code § 56-576.
- (b) See the Company's response to Sierra Club Set 01-06(a).

Attachment ML-4

Company Response to Sierra Club
Interrogatory, 3rd Set, Question 14

Virginia Electric and Power Company
Case No. PUR-2021-00142
Sierra Club
Third Set

220350016

The following response to Question No. 14 of the Third Set of Interrogatories and Requests for Production of Documents propounded by Sierra Club received on March 11, 2022, has been prepared under my supervision.

John Larson
Director, Public Policy & Economic Development
Dominion Energy Services, Inc.

Question No. 14

Please identify any individuals within the Company that are employed in a leadership capacity (executive, directorial, managerial, etc.) to work on Diversity, Equity and Inclusion, and explain how those individuals are involved in the CVOW project.

Response:

The Company's commitment to diversity, equity, and inclusion ("DEI") is described on its website: <https://www.dominionenergy.com/our-company/employee-experience/diversity-and-inclusion>.

The Company has annual DEI goals tied to incentive compensation for all leaders and employees, including those working on the CVOW Commercial Project. All Company leaders must take DEI training each year and lead a DEI training session for their employees.

See Attachment Sierra Club Set 03-14 (JL) for a list of individuals within the Company that are employed in a leadership capacity (executive, directorial, managerial, etc.) to work on DEI and in what capacity for the CVOW Commercial Project.

Name	Title	CVOW Involvement
Mark Allen	Director, Electric Transmission Projects	Implementing DEI Initiatives through onshore work
Joshua Bennett	VP, Offshore Wind	Implementing DEI initiatives through offshore work
Katharine Bond	VP, Public Policy & State Affairs	Implementing DEI initiatives through outreach including to EJ communities
Carlos Brown	SVP, General Counsel & Chief Compliance Officer	Implementing DEI Initiatives through outreach including to EJ communities
Tonya Byrd	Director, Community Engagement & Local Affairs	Implementing DEI initiatives through outreach including to EJ communities
Kevin Curtis	VP, Transmission	Implementing DEI initiatives through onshore work
GT Hollett	Director, Offshore Wind	Implementing DEI Initiatives through offshore work
Darius Johnson	VP, Diversity, Equity & Inclusion	Implementing DEI initiatives through outreach including to EJ communities
John Larson	Director Public Policy & Economic Development	Implementing DEI initiatives through outreach including to EJ communities
Ann Loomis	VP, Federal Affairs	Implementing DEI initiatives through Tribal outreach
Michael Lunsgaard	Director, Offshore Wind	Implementing DEI initiatives through offshore work
William L. Murray	SVP, Corporate Affairs & Communications	implementing DEI initiative through outreach including Tribal outreach
Jason Meidinger	Director, Construction Projects	implementing DEI initiatives through offshore work
Molly Parker	Director, Environmental Services	Implementing DEI initiatives through coordination of EJ screening for CVOW
Maria Tamburri	Director, Diversity, Equity & Inclusion	Implementing DEI initiatives through outreach including to EJ communities
Jason Williams	VP, Environmental	Implementing DEI initiatives through coordination of EJ screening for CVOW

Attachment Sierra Club Set 03-14 (JL)