Aníbal L. Taboas
[redacted]

August 24, 2022

To: Honorable Brian Egolf, Chair, and
Members of the Nominating Committee to
The New Mexico Public Regulatory Commission (PRC)

Dear Chair Egolf, and Members of the Nominating Committee

Thank you for initiating the implementation of a constitutional amendment that should greatly enhance the preparedness, efficiency, and effect of the PRC. Timely confirmation of qualified candidates would send a loud and clear signal supporting change.

With thousands of individual owners and operators, the US electric grid remains very vulnerable to physical, cyber, and terrorist attacks, and even to adverse weather. **Because of significant defense activity and being a net energy exporter, New Mexico is an attractive target. Increased PRC timeliness, consistency, transparency, and flexibility are critical to improving or even maintaining New Mexico's integrated capability.** The PRC must function concurrent with your recruitment of leadership with vision and ability to determine and implement strategy….

In seeking your nomination, I bring a unique set of skills inclusive of:

- **Demonstrated leadership that will establish a clear strategic vision and execution strategy; executive and technical expertise, and professionalism. Also demonstrated ability for teamwork inclusive of external constituencies to affect: quality, availability, reliability, and cost of services; competitiveness; and preparedness to meet accelerating change.**
- **A strong ethical compass and neither political nor external financial interest**
- **Professional governance, transparency, and inclusiveness, and surround me with [and listen to] very smart advisors.**
- **View that Energy, Environment, and Economy are inextricably intertwined, and therefore may be subject to system management.**
- **Experience**, such as a decade as the US Department of Energy (DOE) **Executive Line Manager** for **Argonne National Laboratory** (with major facilities in Illinois and Idaho, and minor sites), **responsible for everything**, that is, but not limited to *fossil and nuclear power generation and distribution; operating steam and sewage treatment plants, and gas lines; and managing forest preserves, streets, supercomputing, telecommunications, regulatory compliance, external interactions, federal armed protective force, major projects,* **and negotiated DOE's first performance-based Management and Operating Contract (> $2.6 B).**
- **More experience,** such as another decade in **executive leadership of a Federal Project Management Office, delivering major system acquisitions** [i.e.: costing >$1 B ea.] and projects of national significance *[e.g.: space defense, energy research & development, and the nuclear fuel cycle through decontamination and decommissioning of high hazard facilities]*.

My directness and record of delivering desired outcomes within the original scope, schedule, and cost baseline, earned an unusual level of trust and **provided confidential advice to high levels of government, industry, and international organizations**. Decades of national security access authorization, and activities such as chairing accident investigation boards, engendered in me a "trust but verify" philosophy. Further achievements were enabled by external involvements, particularly as: **A fellow of the American Society of Mechanical Engineers**; **Chair** of a series **of International Conferences on Environmental Management**; and **over a decade of non-profit service under "open meeting" and "ethics" acts**, including as **State University Trustee**, and as **President/ CEO of a Charter School Network.**

Basic information is attached for your consideration. Prior to informed discussion, my natural inclination would include:

- **Acknowledging unknown unknowns, and known unknown details to explore, e.g.:**
  - Timeliness requires trust and confidence in empowered team leadership. Who are presumed participants … internal, government, public, contractors?
  - Transformation efficiency could/should be consistent with the vision/tenure of the de-facto team lead, presumably the Chair of the PRC.
  - The model of the Federal Career Senior Executive Service (SES) personnel system enables rapid and flexible options to engage Senior Leadership.
  - Procedural latitude to expedite informed decision making**, inclusive of ad-hoc "one-stop" consolidated permitting, and expanded "consent calendar".**
- **Obtaining advice from key influencers** {e.g.: the National Association of Regulatory Utility Commissioners, New Mexico Chamber of Commerce, regulated providers, and customers} followed by an in-depth discussion with my team of experts, such as on cost-benefit implications of community energy storage versus distribution.
- Charter the preparation of a realistic **strategic plan biased toward boosting resiliency, resiliency, and clean energy sustainability of rural electric cooperatives.**
- Engage professional analysis of changing landscape {e.g.: The recent Federal Inflation Reduction Act presents opportunities and pitfalls in tackling climate change, lower energy costs, & strengthening security, supply, and manufacturing.
- Reviewing lessons learned in other states (e.g.: viral pandemics and extreme environmental and economic conditions), as well as from the thinking of natural partners in industry, academia, and public constituents.

Past local involvement includes managing research (Los Alamos); packaging and transportation (Sandia); leading the National Transuranic Waste Management Program [resulting in the WIPP]; and posting at Kirtland, followed by relocation to Washington, DC, as Senior Advisor for Defense Programs, and a decade in the Board of Directors of the Center of Excellence for Hazardous Materials Management (Carlsbad). Personal "firsts" include the birth of my eldest, home ownership, native life-long friends, balloon rides, …and national exposure. Enabling an effective PSC is projected to deliver results, followed by local retirement.

Looking forward to your favorable consideration, I remain, sincerely yours,

Anibal L. Taboas

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Attachment 1: Meeting Threshold Criteria for Consideration

To the best of my knowledge and belief, I

A. INDEPENDENCE: Am completely independent of any and all industries and entities regulated by the NMPRC, inclusive of utilities, telecommunications, and motor carriers.

B. EDUCATIONAL REQUIREMENTS: I meet or exceed the minimum educational requirements from nationally accredited institutions of higher education, including:

BS, Physics and Philosophy, University of Dayton, OH
MS, Physics and Biophysics, Indiana State University, IN
MS, Nuclear and Mechanical Engineering, Northwestern Univ., IL

Professional programs completed at national institutions such as:

Senior Executive Service Candidate Development Program,
US Office of Personnel Management (OPM)
Corporate Governance Program, Harvard University
Strategic Planning, Brookings Institution
Federal Contracting Officer Warrant, OPM

Additional Professional Certifications from competent authorities include:

Accident Investigations (Board Chair); Contract Negotiation; Hostage Negotiation; Federal Officer-In-Charge; multiple OSHA certifications; Conduct of Nuclear Operations; Congressional Operations; Environmental Compliance {e.g.: RECRA, CERCLA, CWA, and CAA Emissions, and Wetlands Trading}; and Federal Project Management.

C. PROFESSIONAL EXPERIENCE: I bring over twenty-five years of professional experience in areas regulated by the commission or in the energy sector and involving a scope of work that includes accounting, public or business administration, economics, finance, statistics, policy, engineering, and law.

Performed related contractual assignments for customers, including, but not limited to the US Environmental Protection Agency, US Air Force, US Atomic Energy Commission, US Department of State, International Atomic Energy Agency, Organization for European Economic Development, University of Chicago, University of Michigan, Ford Foundation, US Navy, various private contractors, and numerous others.

An example of a completed project is the conceptual design of the Montana Component Development Instrumentation Facility – a fossil-fired thermodynamic power generation facility that was subsequently constructed and successfully operated in Montana. A different type of example was contracted technical leadership of an Independent Peer Review and Assessment of Mercury Contamination at the Y-12 Plant in Oak Ridge, TN.

Meeting Threshold Criteria for Consideration

Over twenty years of experience in the federal Senior Executive Service, including fifteen years with line management responsibility for major facility operations (e.g.: the $500 M/yr Management and Operating Contract of Argonne National Laboratory), inclusive of administration, performance measurement, and financial, policy, engineering, and legal decision-making, as well as public and political interaction. Negotiated, as Contracting Officer, the first Performance Based M&O Contract (>$2.6 B) in the US Department of Energy.

My overall experience includes ten years in executive leadership of a Program and Project Management Organization - with numerous major system acquisitions (>$B TEC projects). An example of completed projects is the environmental remediation of a CERCLA/RECRA site, which involved decades of collection and treatment of radioactively contaminated water in Long Island, NY, and the exhumation, treatment, packaging, and transportation of radioactive and chemical contaminated waste via rail through heavily populated parts of New York City and several other states, for appropriate disposal. The interagency, public, regulatory, and political coordination effort was enormous …and successful.

My experience also includes decades of non-employment professional activities, such as on the Board of Directors of the Center of Excellence for Hazardous Materials Management, and the Institute for Regulatory Science, as a Trustee of Governors State University, and in various leadership roles in professional societies, including activities of the American Society of Mechanical Engineers, with roles ranging from chairing the Environmental Engineering Division, to multiple occasions to serve as Chair of the International Conferences on Environmental Management. Other professional roles range from leading Independent Peer Reviews and Assessments [national and international] to organizational turn-around as President and CEO of a network of charter schools in Chicago.

D. FINANCIAL INTERESTS: I have never had a financial interest in a public utility in New Mexico, nor <u>ever</u> been employed by a commission-regulated entity.

E. FULL-TIME APPOINTMENT: If appointed, I shall devote full time and effort to the business of the commission and shall not pursue any other business or vocation or hold any other office for profit.

F. POLITICAL PARTY AFFILIATION: As a public servant subject to the Hatch Act for most of my life, I have maintained a professional, apolitical, and independent nonpartisan identity. While I do not associate with membership in the Republican, Democrat, Green, or Independent Party, I have been designated as Republican when appointed as Election Judge and as University Trustee. Also, counsel has advised of eligibility for an appointment with any or no political affiliation.

G. PUBLIC RECORD: I acknowledge that upon receipt, the application becomes part of the public record, and certify that the information provided is truthful and accurate to the best of my ability and knowledge.

Anibal L. Taboas

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Executive Transition, Governance, and Delivering Public Good

Traits: **Effective Operations through Integrity, Technical Competence, Strategic Leadership, and Risk Management**

"Energy, Environment, and Economy are inextricably intertwined and subject to a systems management approach."

"We do not have the right to determine on the basis of opinion, that which can be determined based on the best available science."

General:

- **Volunteer work in non-profit and service organizations, including decades of membership in Board of Directors** (*e.g.: Trustee of Governor's State University (IL), chairing International Conferences on Environmental Management, Institute for Regulatory Science, and the Center of Excellence for Hazardous Materials Management), and* developing senior executives **– particularly on diversity, inclusion, and succession planning**
- **Retired from an exceptional career in the federal Senior Executive Service**
- **Executive Consulting Practice - *Strategic Leadership & Risk Management*,** with diverse customers and tasks **{**e.g.: organizational turn-around, as ***President*** and ***CEO*** of a ***Network of Charter Schools and Leadership Development Clubs in Chicago*****}**
- **A decade as principal investigator in federally sponsored energy research**
- **Author** of over 50 peer-reviewed publications **(e.g.: *The Decommissioning Handbook)***

Education, Training, and Recognition:

- **Corporate Governance** (Harvard)**/Strategic Planning** (Brookings)**,**
- **Multiple certifications,** e.g.: Federal **Officer-in-Charge,** and **Contracting Officer Warrant**
- MS - **Physics** (Indiana State), MS - **Nuclear/Mechanical Engineering** (Northwestern)
- D. Sc. *Honoris Causa* -- **Environmental Policy** (UPAEP, México)
- **Fellow, American Society of Mechanical Engineers**
- Various forms of formal recognition and awards, such as the **Secretary of Energy Gold Medal, ASME's Dixy Lee Ray Medal** *(environmental),* **The University of Chicago Distinguished Performance Medal**, and several others, including being credited for averting hundreds of millions of dollars of federal expenditures, and for mentoring diverse & inclusive subordinates into the Career Senior Executive Service

Experience:

- **Nuclear/Environmental** Regulatory Engineering & Reform**,** Federal Interagency coordination, NAFTA
- **Technology Demonstration,** e.g.*: D&D of CP-2, EBR-II, Janus, CP-5, and HFBR reactors*
- **Confidential executive advice,** e.g.*: TMI, Executive Office of the President, OMB, congressional committees, IAEA, OECD, NATO, AURA, various universities, and other private and public entities, as well as a consulting service involving Accident Investigations, and Independent Peer Review and Assessments*
- **Executive management of major complex**

  Operations and facilities, e.g.: Argonne National Laboratory*, a ~$500M/yr multipurpose research management & facility operation, multiple sites, nuclear reactors, armed protective force, and CAT 1 SNM*

  Projects, e.g.: mostly > $B TPC, within the original schedule, scope, and cost {e.g.: *Advanced Photon Source*, *Demonstration of Space Defense Initiative Capabilities, and Fuel Disassembly and Reprocessing}*

  Research Programs, e.g.: The National Radioactive Airborne and the Transuranic Waste Management Programs, and facilities from reprocessing naval reactor fuel to nuclear weapons production},

  Environmental Restoration, e.g.: *completion of major CERCLA, RECRA, and SUPERFUND sites*

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