

# KRISTIN L. ALLEN, P.E., PMP®<sup>1</sup>

## SKILL SUMMARY

### Business Skills

- Management of 300+ person professional services businesses
- Management of 75 person LLRW equipment manufacturing and processing business
- Management of profit and loss
- Business Formation and Development
- Marketing & Sales
- Business Turnaround

### Technical Skills

- Strategic Planning
- Business Process Re-engineering
- Performance Based Training Analysis, Design, Development, and Implementation
- Information System Analysis And Logical Design
- Professional Engineer
- Project Management Professional ®

## EXPERIENCE

**Partner, Business Performance Group, Inc., (2002 – Present).** In 2002, Mr. Allen and three senior executives formed Business Performance Group, Inc., to focus on the improvement of business performance through project assisting clients in assessing business. Mr. Allen teaches various courses through institutions of higher learning that lead to Project Management Professional certification through the Project Management Institute and provides strategic planning and project management services consulting services to clients in various industries. Recent engagements include: business process redesign and strategic planning to aaiPharma, Inc., a pharmaceutical company; strategic plan development for Montreat College; and management consulting services to Tennessee Valley Authority.

**President, Semper Technology, Inc., (1996 - 2004).** In 1996, Mr. Allen purchased VECTRA Information and Business Technologies, Inc., from VECTRA Technologies, Inc., and merged it into Semper Technology, Inc., (STI) a company he founded in 1990. STI works with executive and senior management of client organizations to improve organizational effectiveness, increase productivity through automation, and reduce data and telecommunication cost. Specific services included: (1) strategic planning; (2) overhead cost reduction; (3) business process redesign; and (4) information system software design, development, installation, and testing. Engagements in which Mr. Allen has participated include: development of a strategic plan for combining two southeastern electric utilities' Energy Supply Businesses; conduct of cost / benefit evaluation of an integrated, enterprise-wide work management software suite for a mid-Atlantic electric utility; development of a three-year business plan for a federal government information technology contractor; conduct of a configuration management assessment for an electric utility; business process redesign for a \$6B gas transmission company's subsidiary; and development of a program management information system for a telecommunications company.

**Vice President, VECTRA Technologies, Inc., (1994 - 1996).** During the period 1994 to 1996, Mr. Allen held progressively responsible roles within VECTRA Technologies, Inc., which was formed in 1994 when Pacific Nuclear acquired four divisions of Asea Brown Boveri (ABB). From 1994 to 1995, he was Vice President of Strategic Programs. In this capacity, he was responsible for corporate information systems, quality programs, and technology development. He was responsible for implementing an enterprise-wide, client-server architecture that

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<sup>1</sup> Project Management Professional (PMP®) is a registered trademark of the Project Management Institute ([www.pmi.org](http://www.pmi.org))

connected 23 offices and 1000 employees, while reducing annual expenditures on corporate information systems by \$700K. He was responsible for rewriting and implementing the company's quality assurance program, which was accepted by 43 commercial utilities and the Nuclear Regulatory Commission. As general manager of VECTRA's subsidiary, VECTRA Waste Services, LLC, Mr. Allen led the business development effort that resulted in a \$1.5M contract with the Department of Energy to demonstrate the company's advanced vitrification technology's ability to process sodium-contaminated low-level radioactive waste at DOE Hanford. In 1995, he assumed responsibility for managing the Power Services Division, where in a one-year period he increased revenues by 25% and profit from operations by 60%. He expanded the client base from principally commercial electric utilities to include telecommunications, mining, and environmental firms. He also diversified the Division's service offering to include information systems design and development. In 1996, he assumed responsibility for management of the company's Waste Services, LLC, subsidiary and Government Services, Inc., subsidiary.

**Vice President, Pacific Nuclear Systems, Inc., (1992 - 1994).** Mr. Allen was responsible for the overall management of a \$32M/year engineering consulting business. The company provided a full range of specialized engineering services and products to nuclear electric utilities. Services included senior management consulting, analysis and design engineering services, information systems services, and plant modification services. As a member of the Company's senior management, he participated in all aspects of the acquisition and subsequent integration of four divisions of Asea Brown Boveri into the Company's service offerings.

**President, Semper Technology, Inc., (1990 - 1992).** Founded Semper Technology, Inc., a small, high-technology management consulting and information systems integration company. Responsibilities included development of business strategy, marketing of services, overall profit and loss responsibility, and consulting to senior level business executives. Revenues grew from zero to \$1.5M in two years. The company was profitable in its first business year.

In addition to his corporate management and marketing responsibilities, Mr. Allen was either directly responsible for or participated in the following projects: (1) development of a five-year strategic business plan for a mid-western utility; (2) development of a project plan for upgrading a commercial utility's plant-referenced simulator software; (3) re-engineering of a commercial electric utility's training department's work processes; (4) management of the design modification and work management business process re-engineering projects at a commercial nuclear utility; (5) recasting of the performance-based training programs for a power plant's engineering and technical staff; and (6) management consulting to utility senior management in the areas of cost accounting, project management, work process re-engineering, and organizational development.

**General Manager and Vice President, Advanced Technology Engineering Systems, Inc., (1990).** Responsible for the overall management, including responsibility for profit and loss, of a \$25M/year subsidiary of Advanced Technology, Inc., a \$160M/year technology-based professional services firm. In a seven month period, reorganized the Company with the following results: (1) increased profitability from an annualized pre-tax profit of 5% to 14%; (2) expanded labor base by 15%; and (3) increased bid backlog from 25% to 30% of annualized revenues. During this period, developed three strategic alliances with information systems and environmental companies to sell their products within the energy vertical market. Expanded service capability to include environmental and procurement engineering capability.

**Operations Area Manager and Vice President, Advanced Technology Engineering Systems, Inc. (1985 - 1990).** Responsible for the marketing and management of commercial business. Coordinated the efforts of two program directors, a technical director, and 60 personnel. Annual business volume was \$6M/year in performance-based training program development; technical documentation preparation; management information system design and development; preventive/corrective predictive maintenance; design bases reconstitution; engineering database development; configuration management; vendor technical information program development; materials management; and administrative procedure development. Principal clients were in the electric utility industry.

**Program Director and Project Manager, Advanced Technology, Inc.** (1981 - 1985). Responsible for the identification, marketing, and execution of \$10M of business in the electric utility industry.

Directed the development of five major training programs at commercial electric utilities. Personally conducted training program review and evaluations at two commercial utilities. Provided in classroom instruction in the following subjects: mathematics, basic sciences, reactor physics, thermodynamics, and basic plant systems.

Managed a three year multi-million dollar contract for a mid-Atlantic utility to achieve accreditation of operations programs by the Institute of Nuclear Power Operations (INPO). The project was completed on time and under budget and all programs were accredited by INPO. The licensed operator program received 16 hours of college credit from the New York State Board of Regents.

Directed the development of plant technical documentation for a 2700 MWt, Combustion Engineering NSSS commercial nuclear plant which was used by Oak Ridge National Laboratory in a study concerning the effect of instrumentation design on nuclear reactor safety.

**Sr. Staff Member, Advanced Technology, Inc.** (1979 - 1981). Provided professional technical services to the Naval Sea Systems Command's Ship System Maintenance Monitoring and Support Office. Directed efforts of three engineers in performance of tasks which had as their objective the improvement of nuclear submarine power plant component reliability and longevity.

**Military Faculty Staff, U.S. Naval Academy,** (1977 - 1979). Instructor in the subject areas of thermodynamics and heat transfer, reactor physics, and propulsion systems at the U.S. Naval Academy. Other responsibilities included the supervision of eight faculty members in the administration of the Basic Naval Engineering course of instruction for over 1,200 students per year. Acted as a faculty advisor to students on technical research projects involving computer simulation of heat transfer processes and experimental uses of neutron activation analysis.

**U.S. Naval Officer,** (1972 - 1977). For a five-year period, served as a nuclear-trained naval officer engaged in the supervision of reactor plant operations and maintenance associated with naval nuclear propulsion plants. Was assigned as the acting engineer officer, assistant engineer officer, refueling officer, and nuclear training officer onboard a 637 Class submarine. Twice awarded the Navy Achievement Medal.

**U.S. Naval Reserve,** (1979 - 1985). As a Commander in the U.S. Naval Reserve at the Office of Naval Research, directed the efforts of six officers in the identification of technology to meet emergent fleet requirements. Projects included evaluation of candidate laser systems and electro-optical detection systems to stimulate and detect oceanic bioluminescence; development of chemistry protocols to detect carcinogens in hydraulic fluids; and identification of technical strategies to reduce corrosion in submarine shafting.

## **EDUCATION / SKILLS**

- Master of Science, High Energy Physics, Naval Postgraduate School, Monterey, California, 1973
- Bachelor of Science, Nuclear Engineering, with high distinction, University of Virginia, 1972
- National Technical School's Microprocessor Technology Course, 1979
- Applied Axiomatics, Information Engineering Course, 1985
- Applied Psychological Associates, Dimensional Management Training, 1985
- Advanced Technology, Leadership Training, 1986
- JBF Associates, Applied Probabilistic Risk Assessment, 1987
- Professional Engineer, Commonwealth of Virginia
- Project Management Professional (Project Management Institute)
- Proficient in IBM personal computer software applications including Microsoft Word, Excel, Powerpoint, and Access.



## SELECTED PUBLICATIONS AND PRESENTATIONS

Kristin L. Allen, P.E.

Allen, K. L., "Analytical Fuel Handling Cask Design: Shielding Criteria," bound thesis, University of Virginia, Charlottesville, Virginia, 1972

Allen, K. L., "Secondary Electron Emission from Mono-Crystalline Metal and Alkali-Halide Crystals," bound thesis, Naval Postgraduate School, Monterey, California, 1973

Allen, K. L., Editor, Introduction to Naval Engineering Systems I, textbook used in EN100, U.S. Naval Academy, September, 1978

Allen, K. L., and Gage, M., "Extended Operating Cycle Related Maintenance and Material Projections, a report prepared for the Naval Sea Systems Command, August 1979

Allen, K. L., "Fleet Ballistic Missile Submarine Propulsion Train (Aft) System Study," a report prepared for the Naval Sea Systems Command March, 1980

Allen, K.L., "Mathematical Model of the Griscom-Russell 8,000 Gallons-Per-Day Distillation Unit Evaporator Heat Exchanger Tube Bundle," a report prepared for the Naval Sea Systems Command, March, 1980

Allen, K. L., "Fleet Ballistic Missile Submarine Sonar System Material Assessment Plant" a report prepared for the Naval Sea Systems Command, August 1980

Allen, K. L., "Technical Description of the Calvert Cliffs Nuclear Power Plant Hydrogen Recombiner and Purge Systems," prepared for the Baltimore Gas and Electric Company, March 1981

Phelps, J. S., Fenlon, R. M., and Allen, K. L., "A Numerical Method for Solving Time Dependent, Partial Differential Equations," Transactions of the American Nuclear Society, June 1981

Allen, K. L., "Technical Description of the Calvert Cliffs Nuclear Power Plant Isophase Bus Duct Cooling System," prepared for the Baltimore Gas and Electric Company, January 1982

Allen, K. L., and Chumley, E. W., "Technical Description of the Calvert Cliffs Nuclear Power Plant Chemical Volume and Control System, " prepared for the Baltimore Gas and Electric Company, December 1981

Chumley, E. W., and Allen, K. L., "Technical Description of the Calvert Cliffs Nuclear Power Plant Reactor Coolant System," prepared for the Baltimore Gas and Electric Company, February 1982

Leathers, G. W., and Allen, K. L., "Technical Description of the Calvert Cliffs Nuclear Power Plant Reactor Protective System," prepared for the Baltimore Gas and Electric Company, February 1982

Allen, K.L., "Thermodynamics, Heat Transfer, and Fluid Flow Curriculum for Licensed Operation Personnel," 16 volumes, prepared for the Baltimore Gas and Electric Company, February 1983

Allen, K.L., and Dempsey J., "Mathematics for Nuclear Power Plant Operators," prepared for the Baltimore Gas and Electric Company May 1983

Allen, K.L., "Technical Approach for the Acquisition of a Work Order Control System (WOCS)," prepared for Portland General Electric Company, 1985

Allen, K. L., "Indexing of Design Basis Documentation," a white paper for the commercial nuclear electric utilities, September, 1988

Allen, K.L., "Software Make-versus-Buy Decision Analysis," prepared for Omaha Public Power District, February, 1989.

Allen, K.L., "Digital Image Technology -- An Overview," prepared for the Virginia Department of Information Technology, 1990

Allen, K.L., "Reactor Coolant System," prepared for the Baltimore Gas and Electric Company Technical Staff Training Program, 1991

Allen, K.L., "Reactor Vessel and Core Internals," prepared for the Baltimore Gas and Electric Company Technical Staff Training Program, 1991

Allen, K.L., "Chemical Volume and Control System," prepared for the Baltimore Gas and Electric Company Technical Staff Training Program, 1991

Allen, K.L., "Start-up through Power Operations," prepared for the Baltimore Gas and Electric Company Technical Staff Training Program, 1991

Allen, K.L., "Electrical Distribution Systems," prepared for the Baltimore Gas and Electric Company Technical Staff Training Program, 1991

Allen, K.L., "Policy Analysis -- Selecting Investment Alternatives," prepared for various senior executives in the nuclear electric utility industry, 1989

Allen, K.L., et al., "Detroit Edison Company Nuclear Generation Business Plan (1992 - 1996)," prepared as part of a committee for the Senior Vice President, Nuclear Generation, 1991

Allen, K.L., "Brunswick Nuclear Power Plant Business Plan (1998 - 2000)," prepared for the Executive Vice President for Generation, Carolina Power and Light Company, 1997

Allen, K.L., "Government Micro Resources, Inc., Business Plan (1998 - 2000)," prepared for the Chief Executive Officer, Government Micro Resources, Inc., 1997

Numerous proposals, presentations, and white papers.