PMI Honolulu Hawai‘i Chapter
2018 Annual Awards

Ellyse Mazzi - PMOTY
Ellyse Mazzi, PMP
Program Manager, Distributed Energy Resources Strategy & Policy
Customer Service

Hawaiian Electric
PO Box 2750 / Honolulu, HI 96840

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E: ellyse.mazzi@hawaiianelectric.com
PMI Honolulu 2018 Awards
Project Manager of the Year

Application Form
## SUBMITTER AND CONTACT INFO

<table>
<thead>
<tr>
<th>Organization Name (If Applicable)</th>
<th>Hawaiian Electric</th>
<th>Date</th>
<th>10/31/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name</td>
<td>Greg</td>
<td>Last Name</td>
<td>Colbert</td>
</tr>
</tbody>
</table>
| Address | PO Box 2750  
Mail Stop 23AT  
Honolulu, Hawaii 96840 | e-Mail | Greg.Colbert@HawaiianElectric.com | Phone | 808 543 5651 |

## NOMINATED PROJECT MANAGER

<table>
<thead>
<tr>
<th>Organization Name (If Applicable)</th>
<th>Hawaiian Electric</th>
<th>Industry</th>
<th>Utility</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name</td>
<td>Ellyse</td>
<td>Last Name</td>
<td>Mazzi</td>
</tr>
</tbody>
</table>
| Address | PO Box 2750  
Mail Stop 23AT  
Honolulu, Hawaii 96840 | e-Mail | Ellyse.Mazzi@HawaiianElectric.com | Phone | 808 543 4382 |

## I. ABSTRACT

In 400 words or less, describe what is unique or special about this project manager.

Ellyse joined Hawaiian Electric as a contractor in and immediately assimilated into full working mode as a trusted cohort. She demonstrated her skills through a number of challenging situations and was more recently hired into the organization as a Program Manager in our Distributed Energy Resources Strategy and Policy area.

Ellyse has helped us pull together some of our more challenging rooftop solar programs including our Customer Grid Supply Plus (CGS+) and our Smart Export (SE) programs that involve battery storage capabilities located on customer premises. She has more recently helped initiate the Net Energy Metering Plus (NEM+) program that allows original NEM participants to update their systems inclusive of battery additions.

Customer sited distributed energy generation is an important part of Hawaiian Electric’s overall plan to achieve a 100% renewable energy portfolio by 2045 and Ellyse is showing herself to be a critical mover in the our efforts to organize and deliver effective programs in this area. She understands important concepts and is effective in establishing collaborative problem solving efforts to turn intention into reality. She is respected by the people she works with at multiple levels ranging from engineers and information technologists to corporate and public policy executives. Key associates and stakeholders include our Hawaiian Electric team as well as community partners and representatives of the Public Utilities Commission (PUC). Much of her work involves the integration and alignment of Hawaiian Electric plans with input from other diverse groups such as solar industry representatives, legislators, regulatory staff and the community as a whole.

She accomplishes needed objectives though an even-keeled and logical orientation that simultaneously radiates a sense of friendliness and respect. This combination encourages participation while also imbuing competence and trust.
II. PROJECT MANAGEMENT LEADERSHIP

Describe the candidate’s project management and team leadership philosophies important to the motivation of team members, the promotion of project success and the effective delivery of project results.

Ellyse is an information sharer. She pro-actively helps people understand their roles on the project by making sure each person has the information they need to proceed. She is also an information seeker. She asks questions. Her questions, however, are not just meant to solicit information. They are also often designed to help her associates answer their own concerns and, in essence, think through their own solutions. Her projects succeed because she works to get all parties working from the same page . . . or at least as much on the same page as could be expected given the diverse range of stakeholders.

Some people who share information are verbose. Ellyse is not. Her secret is that she inherently understands what information is needed by what groups and efficiently gets that information to them or sets up the process needed to achieve communication.

Information alone however does not accomplish tasks. Ellyse keeps team members oriented toward the goals of the project. She is able to keep others accountable for their actions because she is highly accountable for hers. If she says she will do something, she does it. She then expects the same of others. If people are not able to complete their objectives, she does not denigrate them, but yet asks them to express why they were not able to complete the tasks and how they will adjust to a new commitment. Similarly, if there are issues blocking a team, she will see that sessions are scheduled with the appropriate parties on a timely basis to resolve the blocks . . . and she follows through during the problem resolution sessions to keep to the objectives and come away with a result.

People associated with her projects generally have faith in the processes because they know that decisions are made with the best interests of the project in mind and that personal factors do not cloud her perspectives.

Ellyse is very realistic regarding what team members ought to be able to accomplish. Thus, her expectations are measured and workable from the onset, and she does not pile on expectations that cannot be met. She allocates work in ways that can be accomplished and does not get fooled into assigning aspirational goals that are wishful but not realistic. By the same token, she is not a push-over that can be BS’d. She understands the tasks at hand, allowing her to have a fairly good sense of what ought to be accomplished. She in turn communicates (and negotiates) in a straight forward fashion that results in people earnestly responding to the objective because they know it is fair.

Ellyse is good at delegating and does not try to be the subject matter expert in all areas. She places responsibility on the leads while retaining the responsibility to hold them accountable for setting out clear subject related direction and achieving intended objectives within their areas of responsibility. This clarity is reinforced through frequent joint check-ins among team members where she is good at ferreting out whether there are interdependency issues that need to be addressed. Getting issues identified clearly and up front is part of her clear information style.

While reserved in style, Ellyse is highly likeable. Her matter of fact but highly friendly approach is what people generally want from a project manager. She does not spend a lot of time chit-chatting, but if there are soft factors getting in the way of progress, she can generally identify key dynamics or focus on behavior factors that may be at the essence of difficulties. She seems to find a way to communicate that without the need for a lot a serious you/me drama discussions. That makes working with Ellyse relatively simple, and people like that.

Her ability to work with teams in multiple environments is key to the success of her projects and her ability to get other people to negotiate effectively and in good faith further leverages her skills.
III. PROJECT MANAGEMENT TECHNICAL SKILLS AND USE OF BEST PRACTICES

Describe how the project manager uses project management skills or ‘best practices’ especially as they may relate to overcoming obstacles or navigating through project challenges (e.g., maintaining schedule in the face of potential delays, etc.)

Ellyse attained her PMP certification in 2015 and practices the mechanics of solid project management and program administration.

Ellyse keeps a strong eye on milestone & deliverable projections established through commitments from team members, and she uses those commitments to control the schedule at a practical level. She keeps a strong focus on expectations set out in the project charter with special attention to dates set out through regulatory mandates. She uses true project governance features to escalate issues to project steering executives when appropriate gets sponsor/customer sign-offs for changes or adjustments to any key expectations. She understands the art of expectation management and will deliver results that are in line with stakeholder expectation by both good project management and good management of stakeholder understanding as the project progresses.

A project plan setting out key tasks for the CGS+ and Smart Export Projects is listed in Exhibit A.

Much of her attention is directed to stakeholder management. Her projects have has notable oversight by the Public Utilities Commission and typically this has involved holding regular (generally monthly) Joint Party stakeholder meetings that bring together groups such as the Department of Business and Economic Development, The Department of Consumer Affairs, the Hawaii Solar Energy Association as well as representatives from the Consumer Advocates Office and the PUC. These sessions involve progress and update presentations setting out operational considerations, confirmations on meeting compliance requirements, draft changes to tariffs and general solicitation of feedback from the key stakeholders.

These DER Stakeholder sessions are planned and reviewed in regular sessions with DER leadership where she also presents updated status reports internally on project progress.
## IV. STRATEGIC AND BUSINESS MANAGEMENT SKILLS

Describe how his/her knowledge of the organization, the industry, the topic domain or the overall environment has facilitated the effectiveness of the project in achieving overall success or alignment with larger goals.

Ellyse came from the solar industry as a project manager and implementer outside of Hawaiian Electric. Her first-hand knowledge of the industry from both a customer perspective and as a quasi-competitor to Hawaiian Electric allows her to make candid assessments to team members within Hawaiian Electric that they may not otherwise hear. This practical business guidance resonates well both within the team and with other business and community partners who see that Ellyse ‘gets it’. That level of business and industry acumen serves both her and Hawaiian Electric well in developing programs that meet their intended collaborative objectives.

Ellyse’s understanding of the larger environment allows her to interact at multiple levels of both technical and policy considerations. That ability to easily move from one topic level to another helps keeps the pragmatic progress of the project in line with the overall direction being negotiated at the regulatory and business levels.

Much of her work involves the subtle adjustment of program design to meet on-going and evolving nuance that materialize in public workshops, industry conferences and other thought sharing forums. Earnestly assimilating input from these forums while at the same time making rational arguments for needed business and engineering safeguards can test the ingenuity of even the most competent teams. Ellyse has been a key participant in keeping such processes productive and moving in the right direction.
V. ADVANCEMENT OF PROFESSION

Describe how the project manager exemplifies professional skills important to the profession and how the person promotes or shows continuous support for the profession of project management.

Ellyse has been an active member of the Honolulu PMI chapter, earning her PMP locally and participating in the annual Professional Development Day (PDD) conferences.

She is highly committed to her role at Hawaiian Electric and notes that she is grateful to be in a job that allows her to have at least a contributory role in addressing Climate Change. For the future, she is looking forward to focusing on more strategic content dealing with DER policy and the overall role of Distributed Energy in meeting our 100% renewable goals for 2045.
PMI Honolulu 2018 Awards
Project Manager of the Year

Resume
### Education and Certifications

<table>
<thead>
<tr>
<th>Degree</th>
<th>Institution</th>
<th>Date</th>
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<tbody>
<tr>
<td>Bachelor of Science in Business Administration</td>
<td>Hawaii Pacific University</td>
<td>05/2011</td>
</tr>
<tr>
<td>Lean Yellow Belt Six Sigma Certified (Goal, certified Green Belt by spring 2019)</td>
<td>Hawaiian Electric Company</td>
<td>04/2018</td>
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### Professional Experience

#### Distributed Energy Resources (DER) Project Manager
**TEKsystems Contractor for the Hawaiian Electric Company**

- Operationalized the Hawaiian Electric Companies’ first controllable Distributed Energy Resources programs: Customer Grid Supply Plus and Smart Export tri-company
- Defined work breakdown structures needed to implement the new programs for 8 departments: Billing, Customer Service Support Improvement, Pricing, DER Operations, System Operations, Corporate Communications, Customer Assistance, Grid Technologies, Meter Shop
- Managed the project schedule, successfully filed all Public Utilities Commission deliverables, and met all customer obligations on within the mandated time frames
- Supervised sub-initiative project managers for two simultaneous software updates: Customer Interconnection Tool and SAP Billing
- Drafted a supplier contract for the aggregation of DER customers in collaboration with the Demand Response team and Legal team: defined technical requirements, Service Level Agreements, Bond Requirements, Customer Agreement Requirements
- Working knowledge of utility regulations and the Public Utilities Commission regulatory process
- Supports the Manager of DER Strategy & Policy in the development of near term, midrange, and long term DER pricing strategy in conjunction with our Pricing group

#### Project Manager
**OpTerra Energy Services, HI**

- Managed photovoltaic installation projects through contracting, engineering, construction and closeout at 20 sites totaling 2.2 Megawatts, worth over $21.6 million
- Increased project margin while directly responsible for project profit and loss
- Managed the planning, design, and engineering phases of simultaneous construction projects
- Negotiated subcontracts, forecasted upcoming revenue, and managed material procurement
- Concurrently managed the needs of 2 clients, our host (the Department of Education), 7 subcontractor teams, Construction Managers, and Project Engineers
- Conducted risk assessments and recommended risk mitigation strategies
- Held subcontractors to the contracted schedule and budget
Ellyse N. Mazzi

**Project Manager**
WaiponoPure Advanced Wastewater Treatment, HI
01/2016 – 04/2016
- Responsible for marketing planning and the development of new markets
- Designed and created the company’s website, marketing summaries, and reports
- Developed and improved pre-installation, installation, and post-installation procedures

**Project Manager**
Romsco Inc., HI
08/2015 – 11/2015
- Managed renovation of guest rooms at the Ambassador Hotel Waikiki
- Maintained thorough and timely communications with client
- Performed quality assurance inspections to verify our deliverables were in compliance with all applicable building, plumbing and electrical codes
- Managed the project budget and completed customer billings
- Oversaw project schedules and turned over project deliverables in a timely and efficient manner
- Planned and executed procurements
- Drafted and finalized the project contract and subcontract agreements
- Developed the contract’s schedule of values broken down into the 16 divisions of construction

**Project Manager**
PhotonWorks Engineering, HI
03/2015 – 06/2015
- Created and implemented PhotonWorks’ first browser-based, companywide, project tracking and CRM software system
- Restructured their file management systems
- Documented existing processes and implemented process improvements

**Lead Project Coordinator**
Sunetric, HI
04/2012 – 03/2015
- Managed over $22 million in residential and commercial photovoltaic installations on O‘ahu, Maui, Hawai‘i, Kauai, and Lana‘i
- Facilitated organizational change management as part of a 2 person team responsible for team buy-in and implementation of the company’s new Enterprise Resource Planning software
- Managed a team of project coordinators, engineers, construction workers, and inspectors
- Developed an in-depth understanding alternative energy systems and team management
- Manipulated ERP software to track projects and produce reports for senior management
- Learned to interpret AutoCAD designs
- Worked directly with the Department of Planning and Permitting to facilitate building permit issuance and closure of those permits
- Maintained direct communication with utilities HECO, MECO, and HELCO
- Corresponded with HECO to finalize NEM and SIA submissions and then gain PTO
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Project Manager of the Year

Testimonials
To: Professional Development (professionaldevelopment@pmihnl.org)
Subject: Nomination of Ellyse Mazzi - PM of the Year

Ben,
Please accept this testimonial from me as the Director of Hawaiian Electric’s Enterprise Performance Excellence Portfolio Department regarding Ellyse Mazzi.

Our EPE office contracted Ellyse based on an outside recommendation and immediately assigned her to support our Distributed Energy Resources (DER) Department with implementing two notable projects, Customer Grid Supply and Smart Export. In that role, she quickly assimilated the key tasks, consulted with key stakeholders, completed a formalized charter, developed a project plan and took on the PM role to coordinate execution. Both projects were delivered as expected inclusive of good relationships with numerous outside parties. Her ability to grasp key concepts, help turn them into pragmatic tasks that were in alignment with multiple diverse interests and tend to the duties of project management were exemplary. She held to schedule, oversaw development efforts that required attention to quality and kept executives informed through regular status meetings in a fully synchronized fashion. Her assessments were crisp and to the point. She garnered the respect of all involved.

She was deemed highly valuable by the DER area and they created a position for her as a permanent program manager.

I know the Director of that area would be extremely pleased to add her testimonial but is simply unavailable this afternoon to do so and I realize we are up against a time window. Please accept my assurance that such a testimonial would be highly positive as well.

Greg

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Greg Colbert, PMP     Director, Enterprise Performance Excellence – Portfolio  
ASB-2310, Office (808) 543-5651, Cell/Text (808) 561-3162
Hi Greg, here is a quick draft for a PM of the Year nomination for Ellyse Mazzi.

Ellyse Mazzi is a certified PMP, leading renewable energy programs as the Program Manager for Hawaiian Electric Companies’ Distributed Energy Resources (DER) Strategy and Policy division. Ellyse joined the Company in 2017, immediately leading the mandated Smart Export and CGS+ DER programs. The scope of the programs ranged from development and approval of tariffs, working with regulators and stakeholders, determining the metering technology, pricing, distribution planning, customer interconnection and operationalization. Ellyse quickly developed a working relationship with many new colleagues, across Oahu, Maui and Hawaii island, successfully meeting mandated 60 day milestones and project schedules.

Ellyse continues to deliver complex and rapidly deployed DER programs, including NEM+. She successfully leverages PMI methodologies and leadership skills to hold team members accountable, deliver on-budget and on-time results, and develop policy and strategy to help realize the State of Hawaii’s goal of reaching 100% renewable energy by 2045.

MARK WONG
Manager, Customer Service Project Management Office
Customer Service Support and Improvement Division

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Hawaiian Electric
Maul Electric
Hawai‘i Electric Light

Follow us on:
Other Documentation
Exhibit A – Portion of CGS+ Project Schedule
PMI Honolulu 2018 Awards
Project of the Year

Judges’ Comments
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Components</th>
<th>ERP/EAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>20%</td>
<td>Project complexity (technical, stakeholders) and notability (unique, significant)</td>
<td>Complex technical platform implementation due to multiple party and changed from manual process to an automated one. Strictly project cost since the estimation was made in 2012. The scope of the mission being large and the benefits of 24.4 million accomplished has proven the uniqueness and complexities of such an endeavor.</td>
</tr>
<tr>
<td>Forecasts</td>
<td>20%</td>
<td>Quality/scope of initiation and planning deliverables, performance against scope/schedule/cost baselines</td>
<td>The project was smooth, no major changes to the planned date and completed as planned, on time and on budget. The costs report is due in 2019, but looking at what has been achieved and mapping the various components of this project, performance seems to have exceeded expectations.</td>
</tr>
<tr>
<td>Obstacles</td>
<td>20%</td>
<td>Identifications, analyses, and responses to project risks and issues</td>
<td>They can overcome the cost issues by partnering with key system integrators. The risks and issues were properly managed by proper response plans, leadership and communication with key stakeholders and managed their engagement. Cost management was deployed to overcome the tight budget. Hurricane season mitigation was catered for. Cultural and diversity challenges had to be dealt with. Time zones and company environmental difference needed to be waded carefully too.</td>
</tr>
<tr>
<td>Integration Mgmt</td>
<td>20%</td>
<td>Project charter, project mgmt plan, execution needs, change control, knowledge mgmt, project close</td>
<td>The utilization of project management scheduling, critical path, issue management system, project documentation and project closure were the key successful go-live of the project. Coordination 360 has certainly been a prime importance factor in this project as lesson learnt, close out presentations and formal accounting closures has been observed. The 120 individuals would have benefitted from the share point and information stores coordinations.</td>
</tr>
<tr>
<td>Notable Practices</td>
<td>20%</td>
<td>Management practices regarding quality, resources, communications, procurements, and stakeholders</td>
<td>The project procurements were successfully managed by project team. The utilization of extensive communication was the key of project success. Stakeholders were involved actively, managed and monitored properly. Deliverables quality was achieved and controlled using project quality management system. Standardized on boarding/off boarding processes, the OCM actions, surveys and feedback sessions increases the success of the project. Supply chain streaming seems seamless as well.</td>
</tr>
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