

## Howard Gugel

### Vice President and Director of Engineering and Standards

Howard Gugel is the vice president and director of Engineering and Standards at NERC. In this role he is responsible for providing engineering analysis and support for NERC activities and directing all aspects of NERC's continent-wide standards development process by providing oversight, guidance, coordination, and industry education of the development of Reliability Standards. He previously served as the director of Performance Analysis, where he was responsible for the development, maintenance, and analysis of reliability performance metrics, including those in NERC's annual *State of Reliability* report. This included analyzing various databases of transmission and generations outages to look for statistically significant trends.

Mr. Gugel has more than 29 years of experience in the electric utility industry. Prior to joining NERC, he was a transmission area maintenance manager for Progress Energy Florida, where he managed a staff of field personnel who maintained transmission lines and substation equipment. Prior to that, he was a transmission planning manager, also for Progress Energy Florida. His background includes management experience in operations and energy marketing. He has worked for two investor-owned utilities, a rural electric cooperative, and an energy marketing firm.

Mr. Gugel earned his bachelor's and master's degree in Electrical Engineering from the University of Missouri – Rolla. He is a licensed professional engineer in the state of Missouri.