
DYNAPOWER
POWERING A CLEANER PLANET

AGENDA – APRIL 15TH, 2025

- Introduction & Background
- Dynapower Project Management Overview:
    - Baseline Budgeting & Resource Management
    - Contract Review & Adherence
    - Risk Management
    - Communication Management
    - Project Monitoring & Control
    - Change Management
    - Project Closure & Evaluation

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INTRODUCTION & BACKGROUND

Dynapower Role

- Nick Kehaya – Senior Project Manager
- Project/Programs – Defense/Government Applications
  - 3 Years at Dynapower

Education History

- Vermont Technical College (VTC) (Vermont State University)
  - Dual bachelors in Electrical Engineering (EE) & Electromechanical Engineering (EME)
- Norwich University
  - Master of Business Administration (MBA)
  - Concentration – Project Management

Work History

- Prior to Dynapower, worked for Collins Aerospace (Raytheon Technologies) with the following positions:
  - MFG Engineer
  - Quality Engineer
  - Project/MRB Engineer
  - Program Manager
  - Sr. Value Stream Leader

DYNAPOWER PROJECT MANAGEMENT OVERVIEW

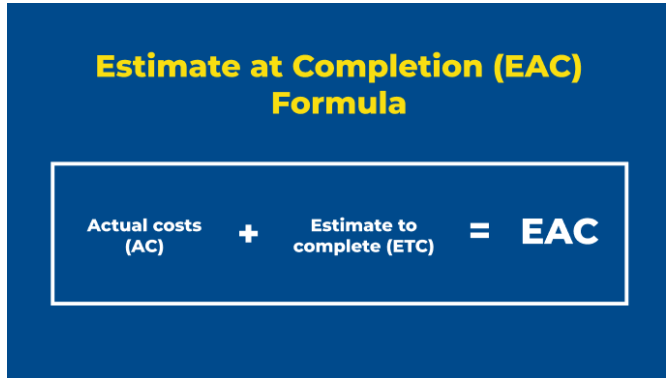
- Dynapower 3 Main Business Segments
  - Clean Energy
    - Two PMs full time
    - One open position
  - Power Systems
    - One PM – same as Defense/Government
  - Defense/Government
    - One PM – same as Power Systems

- Project Manager Assignment Criteria
  - All Enterprise Customers are required to have a Project Manager
  - Project revenue equal to or greater than $2,000,000 USD
  - Contracts with Liquidated Damages
  - High Risk projects, identified during proposal stage
  - Highly complex system designs, regardless of revenue value
  - Challenging Customer

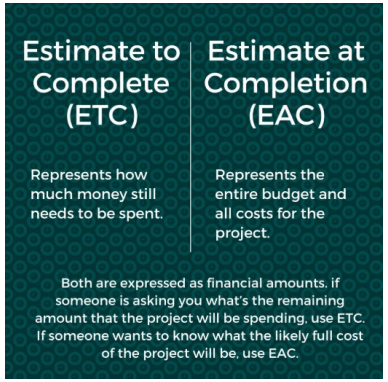
- Roles & Responsibilities
  - Meet with clients to take detailed ordering briefs and clarify specific requirements of each project
  - Defines project scope and objectives, involving all relevant stakeholders and ensuring technical feasibility
  - Develops comprehensive project plans and manages all implementation processes including resource allocation, progress tracking, monitoring, change control process, testing, documentation, training, and status reports
  - Ensure that all projects are delivered on-time, within scope and within budget
  - Ensure resource availability and allocation
  - Track project performance, specifically to analyze the successful completion of short- and long-term goals
  - Make adjustments to project constraints based on financial analysis
  - Regularly communicates and presents project schedules and statuses
  - Report and escalate to management as needed
  - Manage the relationship with the client and all stakeholders
  - Perform risk management to minimize project risks

BASELINE BUDGET & RESOURCE MANAGEMENT

- Estimate at Complete (EAC) – Initial budget creation and cost estimation
  - Forecasting/planning technique used within project management to predict the costs required to finish the project scope
    - Required resources and total estimated hours, forecasted by month
    - Other direct costs (material, travel, outside processing, etc.), forecasted by month
    - Risk Reserve
      - Risks identified for the project, with associated costs if risks are realized



- EAC Development
  - Estimate task durations and resource allocation within a project schedule
  - Sum the total hours of each task by month to calculate monthly hours/cost
  - Add other direct costs by month based on the project schedule and tasks developed
  - Summarize all totals costs and durations as a baseline, track progress to baseline as the project is executed.
    - Tracking actuals to the baseline EAC will provide a project Estimate to Completion (ETC)



- Dynapower Improvement Area – EAC/ETC is not truly utilized to date

- Action: Develop a standard EAC/ETC format to be used for initial project planning/monitoring at Dynapower.

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CONTRACT REVIEW & ADHERENCE

- Contract review is the process of thoroughly reading and understanding a contract before agreeing to its terms
- Review of full project scope and objectives
- Review of Terms & Conditions to ensure compliance of all requirements and understanding of project risks
- Understanding of any Liquidated Damages that could result in additional costs if the Contract Date is not adhered to.
  - Amount of money, a party will owe if it breaches a contract , in order to compensate the injured party for its losses.
- Understanding and planning for all project deliverables (forecasted within project schedule & EAC).
  - Specific outputs, products, or results that a project is required to produce and deliver to its stakeholders. These can be tangible, such as a product or a report, or intangible, such as a software application, service support, training program, etc.
- Dynapower utilizes Salesforce and CLM (Sensata Software) to capture the Contract Review Process. Often involves legal team, all sections of a contract has Subject Matter Experts (SME) assigned to provide comments.
- Dynapower Improvement Area – Project Managers are often assigned a project after the Sales Process and project award. This can result in the PM having no knowledge of how the budget, timeline and deliverables were determined.

RISK MANAGEMENT

- Risk management is the identification, evaluation, and prioritization of risks, followed by the minimization, monitoring, and control of the impact or probability of those risks occurring.
  - The initial risk management plan should be conducted at the time of project budget creation (EAC), in order to capture financial risks to the project/business and allocate funding for if the given risk is realized.

- Risk management also addressing any financial risks to the business/project.

- Risk Assessment & Analysis
  - Risk assessment is one of the major components of a risk analysis.
  - Use of tools to analyze project/business risks, such as a risk register
  - Assign a financial risk to the project/business if the risk were to be realized during project execution
  - Ensure mitigation actions are documented to support the risk response strategy

Likelihood			Impact: Insignificant 1	Impact: Minor 2	Impact: Moderate 3	Impact: Major 4	Impact: Catastrophic 5
Almost Certain (>1 in 10)	5		Medium 5	High 10	Extreme 15	Catastrophic 20	Catastrophic 25
Likely (1 in 20)	4		Low 4	Medium 8	High 12	Extreme 16	Catastrophic 20
Occasional (1 in 200)	3		Low 3	Medium 6	High 9	High 12	Extreme 15
Unlikely (1 in 2000)	2		Very Low 2	Low 4	Medium 6	Medium 8	High 10
Rare (<1 in 10000)	1		Very Low 1	Very Low 2	Low 3	Low 4	Medium 5

- Risk Response Strategies
  - Avoid - involves changing the project plan or approach to eliminate the risk or protect the project from its impact. If a risk is identified early and can be avoided, the team may modify its activities or processes to avoid it entirely. Ex) change supplier due to supply chain disruption

  - Transfer - the responsibility for managing the risk is transferred to a third party, typically through insurance or outsourcing. The idea is to shift the potential impact of the risk to another entity. Ex) purchase insurance to cover potential property damage, pass to insurance company

  - Mitigate - involves taking actions to reduce the likelihood or impact of a risk. The goal is to decrease the severity of the risk if it does occur. Ex) risk that a software product will be delivered late, the team may implement additional testing phases or hire extra resources to speed up development.

  - Accept - involves acknowledging the risk and deciding to live with it, either because the risk is minor or because the cost of mitigating it outweighs the potential loss. Risks that are accepted may be monitored over time. Ex) accept the risk of a small market fluctuation because the financial impact is minimal and difficult to control.

- Dynapower Defense/Government Segment performs a Risk Review during proposal stage; however, is typically verbal and hours are increased to cover discussed risk.

- Dynapower Clean Energy Segment performs a “Risk Review Meeting” for new design to better understand/support the customer application.

- Dynapower Improvement Area – documenting and tracking risks for all aspects of the project during the initial proposal stage
  - Add risk reverse financing to the project to mitigate financial impact if the risk is realized.

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COMMUNICATION MANAGEMENT

- Communication management is the process of planning, executing, monitoring, and controlling all communication within a project, team, or organization. It ensures that the right information is delivered to the right people, at the right time, through the right channels.

- Key Elements of Communication Management:
  - Planning Communication
    - Define who needs what information and when. Decide how the information will be shared (email, meetings, reports, etc.).

  - Managing Communication
    - Sending out information. Facilitating discussions and feedback.
    - Communication protocols

  - Monitoring Communication
    - Making sure messages are received, understood, and acted upon. Adjusting plans if communication breaks down or isn't effective.

Why Communication Management Matters:

- Prevents misunderstandings.
- Keeps stakeholders informed.
- Improves collaboration and decision-making.
- Helps projects run smoothly and stay on track.

- **Dynapower Tools & Processes**
  - Microsoft Outlook (Emails)
  - Microsoft Teams (Instant Messaging & Meetings)
  - Liquid Planner (Portfolio Manager)
  - Daily 8:00am Meeting
  - Dedicated Project Meetings
  - Smartsheet's for Project Schedule
  - Project Management Dashboard (Excel based, macro driven)
  - Project/Program Reviews (IPT based, stakeholder from each function of the business) – **Improvement Area (consistency)**

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PROJECT MONITORING & CONTROL

- Project monitoring and control is a project management phase that's dedicated to measuring project performance and making sure that it adheres to what's been set in the project plan. Project managers closely track the progress and performance of the project, review project status, identify potential problems and implement corrective actions when required to keep the project on schedule and within budget.
- Dynapower utilizes Smartsheet for project schedule development and tracking.
- Dynapower has created an internal Project Management Dashboard that monitors project financials. Tracks Budget vs Allocation vs Actuals.

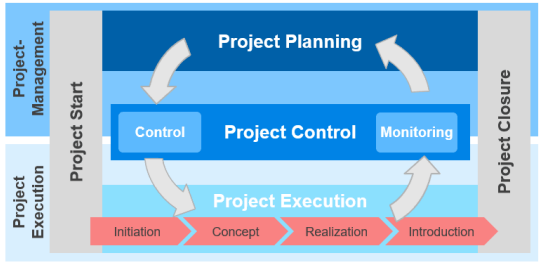
Monitoring & Control Steps

- Create a Project Scope Baseline
- Make a Project Schedule Baseline
- Estimate Project Costs and Define a Project Budget
- Identify Risks and create Risk Register
- Create a Change Log
- Use Project Monitoring Tools
  - Microsoft Project, Smartsheet's, etc.
- Create Project Reports
  - a. Project Management Dashboard

Project Monitoring

This is the observation and tracking part. It includes:

- Measuring project performance using tools like KPIs, metrics, and dashboards
- Gathering data on tasks, budgets, resources, and timelines
- Regularly checking if project deliverables meet the expected standards
- Identifying any deviations from the project plan



Project Control

This is the action and correction part. It involves:

- Taking corrective or preventive actions when things go off track
- Managing changes through change control processes
- Reallocating resources or adjusting schedules to fix issues
- Ensuring that project objectives (scope, time, cost, and quality) are met

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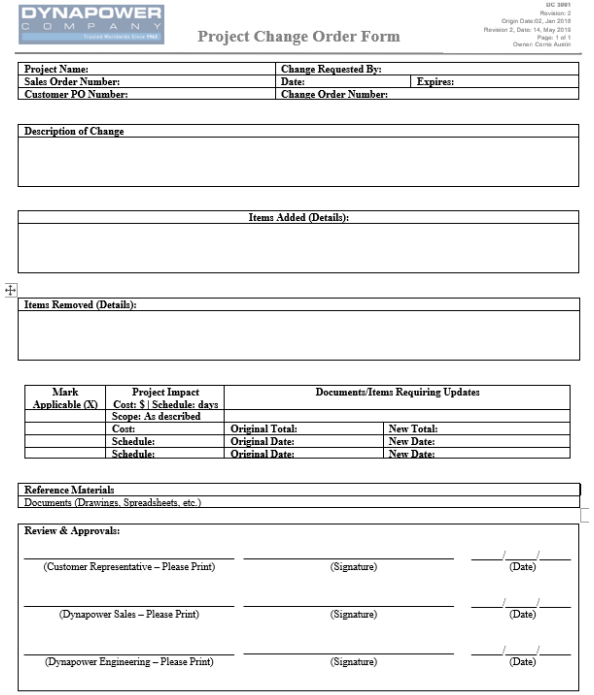
CHANGE MANAGEMENT

Change management refers to the process of handling changes to the scope, schedule, cost, or deliverables of a project in a structured way. The goal is to ensure changes are reviewed, approved, and implemented without derailing the project's objectives.

What It Involves:

- Identifying Change Requests
  - Anyone (client, team member, stakeholder) can propose a change.
  - Common types: scope changes, new features, deadline shifts, budget updates.
- Evaluating the Impact
  - How will this change affect timeline, cost, resources, or quality?
  - Risks and benefits are analyzed.
- Getting Approval
  - A Change Control Board (CCB) or project sponsor may review the request.
  - Only approved changes are implemented.
- Updating Plans
  - Project documents (like scope, schedule, and budget) are revised.
  - Everyone affected is informed.
- Implementing the Change
  - The team carries out the change while tracking its effects.
- Documenting and Tracking
  - Everything is logged for accountability and future reference.



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Project Change Order Form

Project Name:	Change Requested By:	
Sales Order Number:	Date:	Expires:
Customer PO Number:	Change Order Number:	

Description of Change

Items Added (Details):

Items Removed (Details):

Mark Applicable (X)	Project Impact Cost: $ | Schedule: days	Documents/Items Requiring Updates	
	Scope: As described		
	Cost:	Original Total:	New Total:
	Schedule:	Original Date:	New Date:
	Schedule:	Original Date:	New Date:

Reference Materials

Documents (Drawings, Spreadsheets, etc.)

Review & Approvals:

(Customer Representative – Please Print) (Signature) (Date)

(Dynapower Sales – Please Print) (Signature) (Date)

(Dynapower Engineering – Please Print) (Signature) (Date)

- External Changes (customer, third party) – Changes that are derived from a customer request or change in Contractual scope.
  - Dynapower does well with implementing changes orders from customers and ensures all required documentation is updated.

- Internal Changes (engineering, business priorities) – Changes that are derived from internal decisions and resource allocation
  - Dynapower can improve in this area. Changes in priorities and resources result in inefficiency and impacts to schedule/cost
  - Previously a lack of tools to understand the impact when internal changes occur. Dynapower is now improving with the use of scheduling tools (Liquid Planner), which shows resources and their workload. Updates in real time when changers occur to see impact to other projects in the business.
  - Dynapower has now established dedicated teams to focus on each Segment within the business, which has helped with efficiency.

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PROJECT CLOSURE & EVALUATION

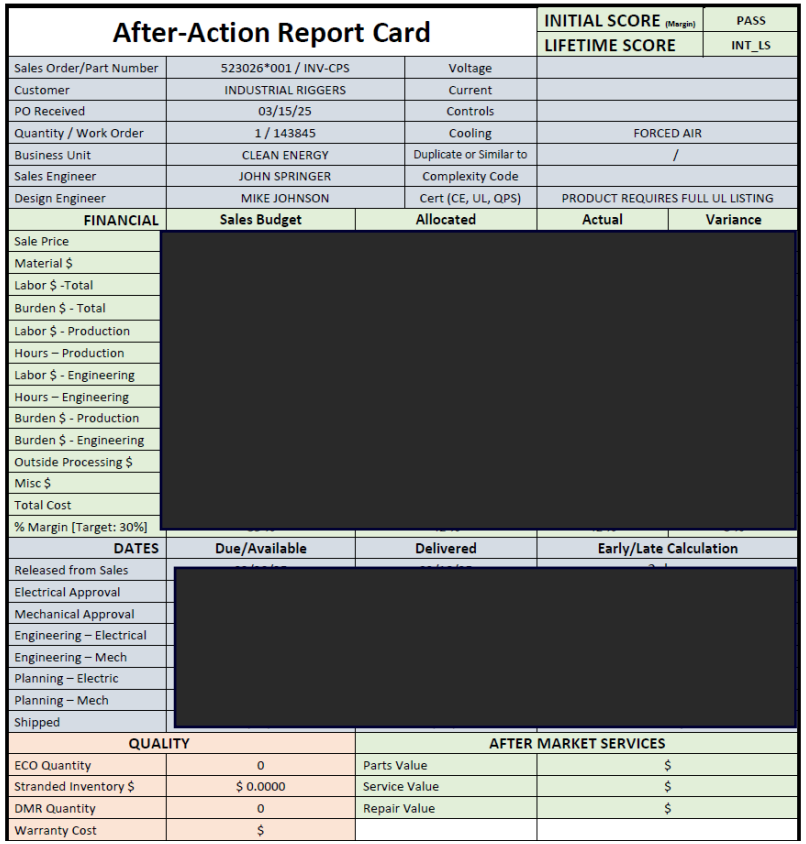
- Project closure and evaluation are the final phases of the project management lifecycle. They make sure the project is officially completed, all deliverables are accepted, and lessons are captured for future projects.

Project Closure (Finishing the Project)

- Deliverable Handoff: Final product or service is handed over to the client or end users.
- Final Sign-Off: Stakeholders formally accept the project
- Closing Contracts: Finalizing payments, releasing vendors or contractors.
- Releasing Resources: Freeing up team members, budget, and equipment.
- Archiving Documents: Storing project files, reports, communications, etc.

Project Evaluation (Reviewing the Project)

- Performance: Did the project meet its scope, timeline, and budget?
- Quality: Were standards and client expectations met?
- Team Effectiveness: How well did the team collaborate and perform?
- Stakeholder Satisfaction: Was the client or sponsor happy?
- Lessons Learned: What should be repeated or avoided next time?



After-Action Report Card				INITIAL SCORE (Margin)	PASS
				LIFETIME SCORE	INT_LS
Sales Order/Part Number	523026*001 / INV-CPS	Voltage			
Customer	INDUSTRIAL RIGGERS	Current			
PO Received	03/15/25	Controls			
Quantity / Work Order	1 / 143845	Cooling	FORCED AIR		
Business Unit	CLEAN ENERGY	Duplicate or Similar to	/		
Sales Engineer	JOHN SPRINGER	Complexity Code			
Design Engineer	MIKE JOHNSON	Cert (CE, UL, QPS)	PRODUCT REQUIRES FULL UL LISTING		
FINANCIAL	Sales Budget	Allocated	Actual	Variance	
Sale Price					
Material $					
Labor $ -Total					
Burden $ - Total					
Labor $ - Production					
Hours – Production					
Labor $ - Engineering					
Hours – Engineering					
Burden $ - Production					
Burden $ - Engineering					
Outside Processing $					
Misc $					
Total Cost					
% Margin [Target: 30%]					
DATES	Due/Available	Delivered	Early/Late Calculation		
Released from Sales					
Electrical Approval					
Mechanical Approval					
Engineering – Electrical					
Engineering – Mech					
Planning – Electric					
Planning – Mech					
Shipped					
QUALITY		AFTER MARKET SERVICES			
ECO Quantity	0	Parts Value	$		
Stranded Inventory $	$ 0.0000	Service Value	$		
DMR Quantity	0	Repair Value	$		
Warranty Cost	$				

- Dynapower issues an After-Action Report Card (AARC) for every project/order
  - Shows Project/Order Actuals vs Budget
  - Improvement Area: Capture lessons learned to be implemented across the business for more efficient project execution

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DYNAPOWER PROJECT MANAGEMENT SUMMARY

- What Dynapower Does Well
  - Internal communication management
  - External communication management
  - Team collaboration during execution
  - Fast and efficient execution when a priority is established
  - Resolve issues quickly in engineering or production

- Dynapower Improvement Areas
  - **Initial planning/budgeting (EAC) – tracking throughout the execution phase against the baseline**
  - Project monitoring KPI's, such as SPI, CPI, PV, etc. *(automated tools)*
  - Regular reporting of project status to all stakeholders for joint understanding of current state (project reviews on regular cadence)
  - Implement lessons learned from a given project across the business

- Project Management Challenges at Dynapower
  - Contract Review, often PMs are not involved with the contract review process and are given contracts that already have commitments that have not been reviewed or commented on by the execution team
  - Shifting of priorities and resources
    - Mitigation implemented, dedicated engineering teams per business segment
  - ERP system that is outdated

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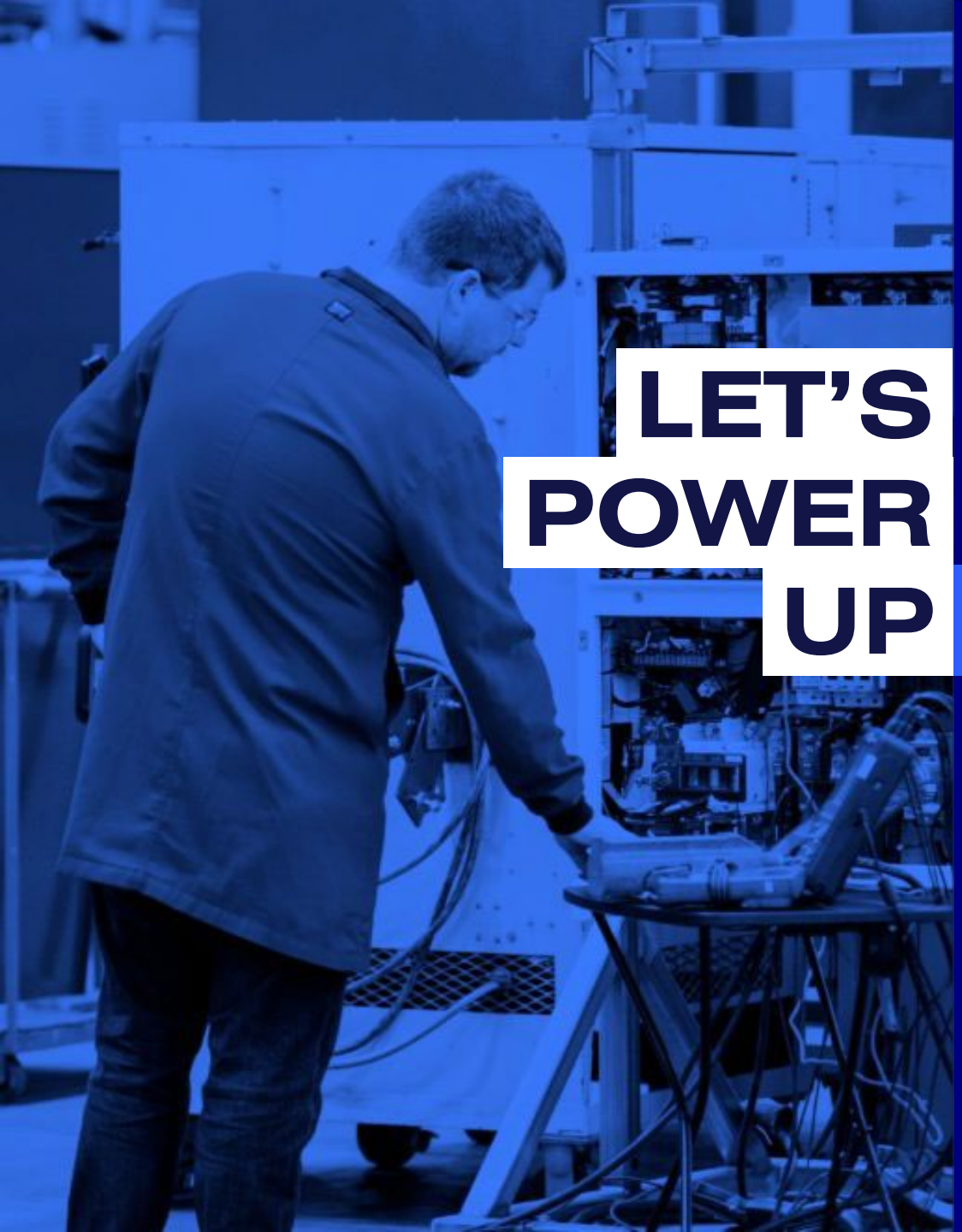

LET'S POWER UP TOGETHER

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