

Washington, DC Visit**David Eyton, Group Head of Technology****1 – 4 February, 2016****Redacted - First Amendment**

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David Eyton, Group Head of Technology
Washington, DC

Monday, 1 February – Thursday, 4 February, 2016

Note: All times in Eastern Standard Time

Hotel Accommodations [REDACTED]	Lance Williams [REDACTED] [REDACTED]@bp.com
BP Office [REDACTED]	Sally Kolenda [REDACTED] [REDACTED]@bp.com
Transportation Driver: Sam El-Shabassi [REDACTED]	Sahara Tavbron [REDACTED] [REDACTED]@bp.com
Email: [REDACTED]@cox.net	Dress code: Business attire
Office Location: Katrina Landis' Office (David)	Weather: Monday 17 °C / 4°C Rain Tuesday 14°C / 9°C Partly Sunny Wednesday 16°C / 2°C Thunderstorms Thursday 7°C / -3°C Partly Sunny

Monday, 1 February, 2016

2:40 PM Arrive Washington Dulles Airport (IAD)
British Airways Flight 217

2:40 PM – 4:00 PM Commute to BP DC Office
Driver: Sam El-Shabassi [REDACTED])

4:15 PM Depart for 1776 (10 minute drive)

4:30 PM – 5:30 PM **Meeting with Evan Burfield, Co-Founder and Co-CEO, 1776**
BP Lead: Lance Williams
Location: 1133 15th Street, NW
Background: Geoff suggested that YOU meet with Evan and tour his facility while in DC. 1776 is a global incubator and seed fund that assists start-ups in education, energy & sustainability, health, transportation and cities.
BP Attendees (2): David Eyton and Craig Colburn

5:30 PM Depart for hotel check-in

6:30PM **Dinner with John Mingé**
Location: Bibiana (1100 New York Ave NW)
Attendees: David Eyton, John Mingé, and Kellie Okonek (TBD)

Tuesday, 2 February, 2016

8:30 AM Depart for BP Office
Note: Office is in walking distance of the hotel.

9:00 AM – 10:00 AM **Prep/Briefing with Bob Stout, Mary Streett, Ray Dempsey and Team**

Background: The purpose of this meeting is to prepare David for the meetings throughout the week and ensure that the team answers any outstanding questions.

BP Attendees (8): David Eyton, Bob Stout, Mary Streett, Ray Dempsey, Lance Williams, Marcelo Panelo, Sally Kolenda, Suzanne Swink

12:00 PM GL conference call

12:30 PM Depart for Muze Mandarin Oriental (15 minute drive)

12:45 PM – 2:15 PM

2:15 PM

2:40 PM – 3:00 PM

3:00 PM – 4:00 PM

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	BP Confidential	Feb 1, 2016
4:15 PM	Depart for DC Office (15 minute drive time)	
4:30 PM – 6:00 PM	Down time / email catch up	
6:15 PM	Depart for Meridian International Center (20 minute drive in traffic)	
6:30 PM – 8:30 PM	<p>Dinner hosted by the Meridian International Center</p> <p><u>Location:</u> Meridian International Center (1630 Crescent PI NW)</p> <p><u>BP Lead:</u> Lance Williams</p> <p><u>Background:</u> The Meridian International Center will host a salon-style dinner with approximately 20 energy, policy and technology experts. Invitees will be made through the Meridian Center with guidance and clearance on all invites from BP. This event is closed press and off the record. Ambassador Stuart Holliday, President and CEO of Meridian will host the dinner and facilitate the discussion.</p> <p><u>BP Attendees (3):</u> David Eyton, Bob Stout, and Mary Streett</p>	
	Meridian Dinner Timeline	
	6:30 p.m. Cocktail Reception	
	7:00 p.m. Dinner is served	
	7:05 p.m. Ambassador Holliday introduces David	
	7:10 p.m. David makes brief remarks	
	7:15 p.m. Ambassador Holliday facilitates discussion	
	8:30 p.m. Dinner ends	
8:30 PM	Depart for Hotel	

Wednesday, 3 February, 2016

8:00 AM	Depart hotel for the Atlantic Council (10 minute drive)
	<i>Note: Sally will meet you at the hotel lobby.</i>
8:45 AM – 10:30 AM	<p>Atlantic Council: Presentation and Panel Discussion</p> <p>Transformations in Energy Technology: Innovations for a Secure and Sustainable Energy Future</p> <p><u>BP Lead:</u> Sally Kolenda</p> <p><u>Location:</u> Atlantic Council (1030 15th Street NW 12th Floor)</p> <p><u>Background:</u> This event is on the record and open to press. Melanie Kenderdine, director of the office of energy policy and systems analysis will join David as a panellist, and Annie Medaglia, deputy director of the Global Energy Center will serve as the moderator for the session. At the beginning of the session, both David and Melanie will each have 15 minutes of presentation time and will then go into a moderated discussion. The Atlantic Council has a distribution list of 6,000 people but anticipate somewhere between 50 and 100 people for the session.</p> <p><u>BP Attendees:</u> David Eyton, Bob Stout, and Sally Kolenda. <i>Open to additional BP participation.</i></p>

Timeline

8:30 a.m. – 9:15 a.m.	Registration
8:45 a.m. – 9:00 a.m.	Speakers Arrive
9:05 a.m. – 9:10 a.m.	Welcome and Introduction
9:10 a.m. – 9:25 a.m.	Prepared Remarks I David Eyton, <i>Head of Technology, BP</i>

Right)

David Eyton delivers prepared remarks, using the PowerPoint presentation provided to Atlantic Council staff.

(David Eyton turns the floor over to Melanie Kenderdine, who steps up to the podium for her prepared remarks. David Eyton returns to his seat in front row.)

9:25 a.m. – 9:40 a.m.

Prepared Remarks II

Melanie Kenderdine, *Director of the Office of Energy Policy and Systems Analysis and Energy Counselor to the Secretary, US Department of Energy* (Podium w/ microphone – Stage

Right)

Melanie Kenderdine delivers prepared remarks, using the PowerPoint presentation provided to Atlantic Council staff.

(At the conclusion of these prepared remarks, Melanie Kenderdine, David Eyton, and Annie Medaglia take seats on the stage for moderated discussion. Podium removed.)

9:40 a.m. – 10:05 a.m.

Moderated Discussion

(At 10:05 am, Annie Medaglia will open the discussion to the audience.)

10:05 a.m. – 10:30 a.m.

Audience Question & Answer

10:30 a.m.

Program Concludes

10:30 AM

Depart for BP DC Office (5 minute drive)

11:00 AM – 11:30 AM Down time / email catch up

11:45 AM – 1:00 PM

Lunch with Bloomberg reporter Jennifer Dlouhy and Brian Wingfield – THIS IS NEW

BP Lead: Jason Ryan

Location: Centrolina (974 Palmer Alley, Washington, DC)

Attendees: David Eyton and Jason Ryan

Background: Jen Dlouhy is an energy reporter for Bloomberg based in Washington DC where she focuses on energy policy. She recently joined Bloomberg after 10 years with the Houston Chronicle and Hearst Newspapers. She previously also worked for Congressional Quarterly, The Seattle Post Intelligencer and The San Antonio Express. The lunch will be on the record but she will likely ask to use something if she intends to write on a certain topic.

1:00 PM – 1:30PM

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1:30PM – 2:15PM

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2:15PM

Depart for BP DC Office

2:30PM – 3:15PM

Down time / email catch up

3:15 PM

4:00 PM – 5:00 PM

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6:30 PM

Dinner with the C&EA Leadership Team NEW FOR THIS DAY

Location: TBD

BP Attendees: David Eyton, Bob Stout, Mary Streett, Ray Dempsey

Thursday, 4 February, 2016

11:40 AM

Depart BP Office for lunch with Dan Yergin

12:00 PM – 1:15 PM

Lunch with Daniel Yergin – THIS IS NEW

BP Lead: Geoff Morrell

Location: TBD

Attendees: David Eyton and Geoff Morrell

Background: Forthcoming

2:00 PM – 3:00 PM

Telepresence with All C&EA Team

Background: This is a briefing with all of C&EA staff so the team can best leverage the Technology Outlook in their engagement.

3:15 PM

Depart for Washington Dulles Airport

5:45 PM

British Airways Flight 216

BACKGROUND: Evan Burfield, Co-Founder and Co-CEO, 1776

Time/Location: 1 February, 2015 (4:30PM – 5:30PM) /1133 15th Street, NW

Background: Geoff suggested that YOU meet with Evan and tour his facility while in DC. 1776 is a global incubator and seed fund that assists start-ups in education, energy & sustainability, health, transportation and cities.

Meeting Format: This is a meet and greet with Evan Burfield. YOU will have the chance to discuss the work that 1776 is doing, and see the facilities.

Evan Burfield, Co-Founder and Co-CEO, 1776



Bio: Evan Burfield is the cofounder and co-CEO of 1776, where he works with startups around the world tackling important challenges in areas like education, health, energy, transportation, and cities. He is a frequent speaker and contributor to publications such as the Wall Street Journal, the Washington Post, and Huffington Post. He is also an active angel investor as a cofounder of K Street Capital. Evan's past entrepreneurial endeavors have included cofounding netDecide in 1996 shortly after graduating from high school, helping to build Oakwood Global Finance in London as Director of Strategy, and founding Synteractive in 2006. Evan holds Bachelor's and Master's degrees in Philosophy, Politics, and Economics from the University of Oxford. Evan currently serves as a Trustee of the Federal City Council and on the Board of the Rothermere American Institute in Oxford.

Donna Harris, Cofounder & Co-CEO, 1776

Note: Donna is scheduled to attend the Meridian International Center Dinner



Bio: Donna Harris is a four-time entrepreneur, cofounder of 1776 and frequent speaker on entrepreneurship, startup community building, and economic development. She is also an active angel investor as a cofounder of K Street Capital. Prior to 1776, Donna served as the Managing Director at the Startup America Partnership, where she focused on accelerating the formation of vibrant entrepreneurial ecosystems across the United States and connecting the communities into a national startup ecosystem. Prior to joining Startup America, Donna was Vice Chair of Interpoint Group, a government markets, government relations, and public affairs strategy and management firm, which generated nearly \$8 billion in revenue while passing or defeating legislation, and executed public policy. Donna is a Member of the Global Entrepreneurship Network Board of Directors, a Board Member of the National Center for Entrepreneurship and Innovation, and an Entrepreneur-in-Residence at Georgetown University. She holds a bachelor's degree from Central Michigan University and MBA from The University of Michigan Ross School of Business.

About 1776: 1776 is a global incubator and seed fund helping startups transform industries that impact millions of lives every day—education, energy & sustainability, health, transportation and cities. 1776 is focusing on the rapidly shifting energy landscape presents tremendous opportunity to innovate around how we use energy in our daily lives. Likewise, climate change is forcing new conversations around sustainable solutions for our future. Our startups are addressing these problems through new ideas, technologies and business models. For example, Plugsurfing, a Berlin-based mobile app, allows drivers of electric vehicles to quickly locate charging stations and process payments on their mobile devices—making energy-efficient vehicles more practical while reducing fossil fuel consumption.

"Are D.C. Startups Seeding the Next American Revolution?"

<http://recode.net/2015/05/18/are-d-c-startups-seeding-the-next-american-revolution/>
(Publication: ReCode.net; May 2015)

“... [Donna] Harris [1776 Cofounder] ordinarily favors jeans with layers of pearls, but today she's sporting a more formal dress and suit jacket. She shuffles out, gathering up a handful of the millennials she has promised to deliver to the White House, which is hosting a global entrepreneurship event/photo op, including appearances by Mark Cuban and other “Shark Tank” judges, across town...”

“...In just two years, Harris and Burfield's 1776 incubator has assumed the role of standard-bearer for D.C.'s tech scene, which could use a few new high-profile success stories. More than

270 entrepreneurs work in 1776's loft-style space, which sits across the street from the Washington Post..."

"...1776 might look like a typical incubator, but it represents perhaps D.C.'s best hope since AOL of producing a breakout tech star, something the city has long yearned for..."

"...Washington may seem like an unlikely tech innovation hub — it's better known for subcommittees, bickering congressmen and humiliating government tech failures like Healthcare.gov — but the metro area has a long history of employing a lot of tech talent, even if much of it toils for government or military contractors. And as technology has evolved to allow startups to get involved in intimate parts of our daily lives — from "smart" homes and cars to wearables that track our vital signs — the need for companies to be closer to policy makers who set rules to protect consumers has grown exponentially..."

"... When it comes to being a tech hub, Washington often feels like the forgotten middle child. Maybe that's because many local tech companies focus on large enterprises — government agencies, the military or other companies — instead of consumers. Or maybe it's because Washington tends to attract a different sort of entrepreneur or millennial than Silicon Valley — the student-class presidents and studious do-gooders..."

"...Their [1776] airy, photogenic shared workspace has also become a must-stop on the itineraries of politicians visiting Washington and in need of a techie photo op. President Obama stopped by last summer to talk about improving job numbers.

British Prime Minister David Cameron made an appearance in January to talk up how Britain is tech-friendly before a meeting with President Obama at the White House, where they discussed the U.K's tech-unfriendly interest in outlawing some encryption technologies used by U.S. firms.

So many politicians want to use the space for photo ops that Harris and Burfield now require them to actually do something for the 1776 community, whether it's meeting with local startups before the cameras start rolling or having their aides added to the incubator's growing network of regulators and elected officials...."

"...Since much of the regulation in those areas comes from D.C., the idea of 1776 is to connect entrepreneurs with an expanding network of lobbyists, regulators and other local experts who can help them avoid trouble..."

"... 'We cheer on people creating a great dating app. But what we want to help (are) these companies doing incredible things, applying digital disruption to health care or how to create a sustainable future from the energy standpoint.' — Evan Burfield, co-founder of the 1776 startup incubator"

"...Harris and Burfield met through the Startup America Partnership, an organization launched at the White House on January 2011 — but funded privately — that was designed to encourage entrepreneurship. Harris was executive director of the group and Burfield, who grew up in the Washington suburbs and started his first software company at 19, joined to run Startup DC, a local affiliate.

There are so many resources in Washington — tech workers, venture capital, well-connected lobbyists and regulators — but they have typically operated in different worlds that rarely intersected, says Burfield. 'That's the key concept behind 1776 from the beginning: Can you create a program, and can you attach a funding vehicle to it, that allows you to tap into all of these different resources?'"

"1776 partners with Steve Case's Revolution"

(Publication: Technically D.C., September 2015)

In its third year, 1776 will be expanding its international Challenge Cup startup contest and partnering with Revolution. 1776 cofounder Evan Burfield said that Revolution, the investment firm of AOL cofounder Steve Case, was “just incredibly committed to supporting entrepreneurship in all the places that are not Silicon Valley or New York.”

Case has touted the emergence of startup communities across the country in successive “Rise of the Rest” bus tours.

Revolution’s sponsorship of the Challenge Cup could open up new avenues for funding to participating startups, said Burfield.

“We look at the Challenge Cup as a potential opportunity for investment. So do they,” he said. In 2016, the Challenge Cup will start out in 50 cities, including Nairobi, Hanoi and Tehran. The local contests will winnow down the field to 135 startups for the next round taking place in nine world regions. The finalists competing for up to \$1 million in cash prizes will eventually face off at the Challenge Festival in June 2016 in D.C.

The Global Entrepreneurship Network, which helped expand this year’s Challenge Cup, will also participate.

“How the DMV tech scene reacted to the 1776-Disruption Corp. merger”

(Publication: Technically D.C., April 2015)

The announcement was made on a Crystal City rooftop with a swimming pool, in the presence of the governor of Virginia. The message? “1776 is expanding, and Crystal City is the next front,” said 1776 cofounder Evan Burfield Thursday, as he announced the acquisition of Paul Singh’s Disruption Corporation, which will become the downtown incubator’s first new campus.

While stressing the necessity for uniting the regional technology industry, Burfield also hinted at 1776’s growing influence here. Outside entrepreneurs, he said, “don’t differentiate between Crystal City, Bethesda and K Street. … They think about the D.C. region.”

He added, “We want to be something that is unique and different and special.”

Singh, who will stay on as managing director, said the deal emerged from discussions with cofounders Burfield and Donna Harris. “You’re doing a lot of that stuff, and I’m doing a lot of that stuff, let’s figure out how we can do it together,” said Singh. The 500 Startups cofounder came back to his home Northern Virginia region in 2013 to launch Disruption — and a new tech hub that could forge a “100-year legacy,” as he told Technical.ly DC a few months ago.

He followed up with the creation of the \$50 million Crystal Tech Fund, which has invested in 12 companies, many of which are local startups. The fund will be now run by 1776, though the incubator said it will maintain the investments in local companies.

With weekly open houses on Thursdays and the February launch of an official coworking space, the artfully barren offices of Disruption brought together entrepreneurs on a regular basis — though, of course, not at the rate of 1776, an incubator with 270 members that hosts a major event about once a week.

As part of the deal, 1776 will integrate Disruption’s products and platforms, including analytics programs called Dashboard and Hubble. Tools, data and insights are “critical” to identifying the right companies and “connect them to the network,” said Harris.

Vornado Realty Trust President Mitchell Schear, who leased the Disruption Corporation space and has a \$10 million stake in the Crystal Tech Fund, heralded the arrival of Crystal City Tech 2.0. Schear has welcomed Singh’s vision to reanimate Crystal City from the slump of Defense

Department cuts. He oversaw the opening of the contractor incubator Eastern Foundry, the region's first TechShop makerspace and a new bar, the Highline RxR.

"Crystal City is the natural center of gravity for this kind of collaboration in the region," he said. "We're going to continue to add more layers to this 2.0 story."

1776 has also set up partnerships with Montgomery County and now Arlington County, offering certain membership perks to companies in those areas in exchange for opportunities for other members to scale and grow here.

Gov. Terry McAuliffe gave the closing statement, proclaiming that "Crystal City will be the hub of innovators and startups in the United States."

Many in the tech community were excited by the announcement, like iStrategyLabs' DJ Saul, who told Technical.ly DC in an email: "I feel it's certainly a positive factor to have such a strong foundational pillar of the tech community extend its coverage/reach, and I know that Paul joining forces with Donna/Evan will create more value than if they continued to work in silos and only collaborate on occasion."

"I'm always down for collaboration from anyone in the startup community," said e2 founder Maxime Paul, who moved into the Disruption office space in February. "It usually brings out the best in original parts that came together."

"Paul, Evan, and Donna are 3 of the smartest people that I know. I'm incredibly excited to see what they'll produce together," said AddThis' Justin Thorp.

"Honestly, I would've thought Disruption Corp would acquire 1776, not the other way around," wrote Brandon T Luong. Adding, "One thing I wanted to see happen was a stronger unified DMV startup/tech community as things were starting to look like Romance of the Three Kingdom."

Some thought it made a lot of sense for two organizations with similar interests to combine forces:

"The acquisition has the potential to eliminate redundancy in the entrepreneurial system, and hope it serves to further foster a region first mindset around the area," said Fosterly founder Adam Zuckerman.

For Startup Grind DC Director Brian Park, "Even though they may do different things, their mission is still one and the same which is to help elevate the DC area into a world class region for startups."

Digital District cofounder Elliot Volkman wrote: "Logically it makes sense. For some reason the DC and northern Virginia tech communities think that the Potomac separates the people along with land, and this is a solid step in combining the two."

Jeff Alexander, a researcher at SRI International, posited that together, the organizations could solve the "Series A crunch," by combining seed and post-seed investments. He said in a Facebook message, that with Disruption's software and 1776's network, "1776 and Disruption could get access to a larger set up start-ups, where they could develop a way to identify 'disruptors' more systematically."

Others were a bit sad to see one pillar of the local technology community merge with another:

Christopher Breene, a digital strategist at Overachiever Media, said he viewed the announcement with "cautious optimism." But, he added, "While it's always sad to see healthy competition diminished like this, some of my best memories in DC tech have been in these two buildings."

SocialRadar's Shana Glenzer said on Twitter she was "conflicted" about the deal:

"Shouldn't more spokes in the community wheel make a stronger hub?" she added in a later Tweet.

"There should be no doubt that hubs like 1776 and Disruption have been terrific for developing the DC entrepreneurs," said Rennzer CEO Omid Jahanbin. "Part of Paul Singh's appeal was bringing a different perspective and execution."

Redacted - First Amendment

EXECUTIVE SUMMARY: Quadrennial Technology Review (QTR)
Note: In discussions with Ellen, she mentioned the Energy QTR, so we attached the Executive Summary for your review.

BACKGROUND: Meridian International Center Dinner

Date/Time: Tuesday, 2, February, 6:30 – 8:30 PM

Background: Similar to the 2015 Energy Matters Dinner, the Meridian International Center will host an intimate dinner with energy and technology experts. Energy Matters Dinners were initiated by DC office back in 2012 after the Deepwater Horizon accident, mostly aimed to restore BP's presence in the US and engage with the key thought leaders. We host these dinners two or three times a year highlighting a visiting BP executive as the speaker. The Meridian International Center is a global leadership organization that is best known for strengthening global engagement. Building on more than 55 years of experience, Meridian prepares U.S. and international leaders to meet global challenges and opportunities. Our suite of programs delivers the approach and environment for leaders to understand global issues and cultures, exchange ideas, collaborate on solutions, and build valuable relationships.

Agenda:

6:30 p.m.	Cocktail Reception
7:00 p.m.	Dinner is served
7:05 p.m.	Ambassador Holliday introduces David
7:10 p.m.	David makes brief remarks
7:15 p.m.	Ambassador Holliday facilitates discussion
8:30 p.m.	Dinner ends

Confirmed Attendees:

David Eyton, Group Head of Technology, BP
Geoff Morrell, Senior Vice President, U.S. Communications and External Affairs, BP* (*Pending*)
Bob Stout, Vice President and Head of Regulatory Affairs, BP
Mary Streett, Vice President and Head of Government Affairs, BP
Donna Harris, Founder and Co-CEO, 1776
Sarah Ladislaw, Director and Senior Fellow, Energy and National Security Program, CSIS*
Dina Kruger, President (former EPA Director of Climate Change), Kruger Strategies
Marshall Nichols, Executive Director, National Petroleum Council*
Karen Harbert, President and CEO, Institute for 21st Century Energy, USCC
Bob Sussman, Former Deputy Administrator, EPA Consultant
John (Jay), Pendergrass, Vice President, Programs and Publications, ELI*
Frederick R. Eames, Partner , Hunton & Williams LLP
Jack Gerard, CEO, American Petroleum Institute*

H.E. Elin Suleymanov, Ambassador, Embassy of Azerbaijan*
Wael Hamed, Deputy Chief of Mission, Embassy of Egypt*
Caroline Vicini, Deputy Head of Delegation, Delegation of the European Union to the U.S
Eric Wachsman, Director, University of Maryland Energy Research Center
Edith Allison, Director, American Association of Petroleum Geologists
Charles Feinstein, Director, Energy & Extractives, The World Bank Group
David Hart Director, Center for Science and Technology Policy, George Mason University
William Sonneborn, President, EIG Global Energy Partners
David Klaus, Deputy Undersecretary for Management and Performance, DOE
Shaun Wiggins, Communications Executive, GE Power*
Mohamed Younis, Senior Analyst, Gallup*
Alonzo Fulgham, Former Acting Administrator, USAID*
(Amb.) Stuart Holliday, President and CEO, Meridian International Center
Bonnie Glick, Senior Vice President, GlobalConnect, Meridian International Center*

(*) New additions, bios forthcoming

ATTENDEE PROFILES

(Amb.) Stuart Holliday, President and CEO, Meridian International Center

Bio: Ambassador Stuart Holliday is President and CEO of Meridian International Center, a leading non-partisan public diplomacy institution that strengthens international understanding through the exchange of people, ideas and culture. Meridian works closely with the U.S. Department of State and other U.S. government agencies, NGOs, international governments, and the private sector. It creates global leadership programs, partnerships, and initiatives that strengthen international cooperation on key issues such as security, energy and the environment, economic development, entrepreneurship, global health and culture. Ambassador Stuart Holliday served as United States Ambassador for Special Political Affairs at the United Nations (2003-2005), after his nomination by the President and confirmation by the Senate. Holliday's primary duties involved representing the United States on issues in the U.N. Security Council. This included responsibility for U.S. policy on U.N. Peacekeeping, Sanctions, and Counterterrorism programs. Prior to serving at the United Nations, Holliday was Coordinator (Assistant Secretary) of the U.S. State Department's Bureau of International Information Programs and Principal Deputy Assistant Secretary for Public Affairs. From 2000 to 2001, he was Special Assistant to the President and Associate Director of Presidential Personnel at the White House. At the White House, he advised the President on appointments to the State Department, the Defense Department, the Veterans Department, FEMA, NASA, OPIC, Peace Corps, USAID and Ambassadorships. Following the attacks of September 11, Holliday was tasked by the President's Chief of Staff to work with government agencies to staff the first Office of Homeland Security at the White House. From 1998 to 2000, he served as Assistant (deputy) Policy Director to then Governor of Texas. In this capacity he had specific responsibility for economic development, international trade, technology and military issues. He has also served as Executive Director of the Dallas Council on World Affairs and as Regional Director for North Africa, the Middle East and Turkey at the International Republican Institute (IRI) where he worked on political reform and elections. Holliday served on active and reserve duty as an Officer in the United States Navy (Intelligence) from 1988 until 1995 and was recalled to active duty for Operation Desert Storm. He is a recipient of the Joint Service Commendation Medal and other awards. He obtained his B.S.F.S. (International Affairs) from Georgetown University and his M.A. (International Affairs) from the London School of Economics and Political Science.

Donna Harris, Cofounder & Co-CEO, 1776

Bio: Donna Harris is a four-time entrepreneur, cofounder of 1776 and frequent speaker on entrepreneurship, startup community building, and economic development. She is also an active angel investor as a cofounder of K Street Capital. Prior to 1776, Donna served as the Managing Director at the Startup America Partnership, where she focused on accelerating the formation of vibrant entrepreneurial ecosystems across the United States and connecting the communities into a national startup ecosystem. Prior to joining Startup America, Donna was Vice Chair of Interpoint Group, a government markets, government relations, and public affairs strategy and management

firm, which generated nearly \$8 billion in revenue while passing or defeating legislation, and executed public policy. Donna is a Member of the Global Entrepreneurship Network Board of Directors, a Board Member of the National Center for Entrepreneurship and Innovation, and an Entrepreneur-in-Residence at Georgetown University. She holds a bachelor's degree from Central Michigan University and MBA from The University of Michigan Ross School of Business.

Dina Kruger, President (former EPA Director of Climate Change), Kruger Strategies

Bio: Dina Kruger is chief of the Non-CO₂ Gases and Sequestration Branch within EPA's Office of Air and Radiation in Washington, DC. She is responsible for EPA's voluntary programs to reduce emissions of methane and high-GWP gases. She also manages EPA's analytical work on economics and emission inventories for the non-CO₂ gases and carbon sequestration, as well as dealing with geologic carbon storage and aerosols. Ms. Kruger is serving her second term as a member of the IPCC's Task Force Bureau on National Greenhouse Gas Emission Inventories. She played key roles in recent IPCC reports on greenhouse gas inventories as well as serving as a coordinating lead author on the IPCC's Special

Report on Technology Transfer. She received her Bachelor's degree from the University of Washington and a Master's degree from the Energy and Resources Group at the University of California at Berkeley. Ms. Kruger has worked at EPA since 1989 and prior to that worked at the US Congress Office of Technology Assessment and in consulting.

Bob Sussman, Former Deputy Administrator, Consultant to BP on EPA and environmental matters

Bio: Bob Sussman is the principal in Sussman and Associates, a consulting firm that offers advice and support on energy and environmental policy issues to clients in the non-profit and private sectors. Professor Sussman recently completed four and a half years of service in the Obama Administration, first as Co-Chair of the Transition Team for EPA and then as Senior Policy Counsel to the EPA Administrator. In this position, Professor Sussman functioned as the Administrator's principal policy advisor, providing oversight and guidance on the full suite of policy issues across the Agency. He worked closely with all of EPA's senior officials in Washington and the Regions. He also played a key role in

EPA's interface with OMB, CEQ and other White House offices and worked closely with other agencies, particularly the Department of Energy and Department of Interior. Professor Sussman served in the Clinton Administration as the EPA Deputy Administrator during 1993-94. He was the Agency's Chief Operating Officer and Regulatory Policy Officer, testified frequently before Congress and represented EPA at several international meetings. At the end of 2007, Professor Sussman retired as a partner at the law firm of Latham & Watkins, where he headed the firm's environmental practice in DC for ten years. He joined Latham in 1987 to start its environmental practice in DC after being a partner at Covington & Burling since 1974. Professor Sussman

worked with a wide range of companies and trade associations on all aspects of energy and environmental policy, functioning as a policy advisor, advocate and litigator.

Frederick R. Eames, Partner, Hunton & Williams LLP



Bio: Fred's areas of concentration include energy, environment, privacy, cybersecurity, and financial services. In the energy and environmental arena this includes work on electricity policy, carbon capture and sequestration, electric transmission, climate change, environmental risk management, infrastructure permitting, biomass, and waste issues. Regarding privacy and cybersecurity, Fred has worked on data breach notice and security legislation and a variety of related bills affecting commercial use and management of personal information, as well as issues legislation and regulation affecting owners of critical infrastructure. He has represented a

variety of clients in the financial services arena on issues related to banking, insurance, institutional money management, real estate, and electronic payment transactions.

Caroline Vicini, Deputy Head of Delegation, Delegation of the European Union to the United States



Bio: Caroline Vicini assumed the post of Deputy Head of the EU Delegation of the European Union in Washington, DC, on September 1, 2015. She oversees the daily management of the Delegation and steps in when the Ambassador is absent. She chairs the weekly DCM meeting, the venue for coordination between the 28 EU Member State embassies. Prior to joining the Delegation, Ms. Vicini served as Chief of Protocol, with the rank of Ambassador, at the Ministry for Foreign Affairs in Stockholm, Sweden. During her five years in this position, she was the focal point on all issues related to the Vienna Convention for Stockholm's 109 foreign missions, and in charge of all high-level visits to the Swedish government. From 2008 to 2009, Ms. Vicini worked in Washington, DC, as managing director for the public affairs company,

Kreab Gavin Anderson serving Scandinavian corporate clients. In the second half of 2009, she replaced the DCM at the Swedish Embassy in Dublin. From 2004-2008, Ms. Vicini was the DCM at the Embassy of Sweden in Washington, DC, a posting that coincided with the construction and inauguration of the new chancery by the Potomac River in Georgetown. During her tenure in Washington, she led the project team that developed the House of Sweden's public diplomacy program, which will celebrate its tenth anniversary in 2016. From 1999 to 2004, Ms. Vicini worked in security policy and military affairs at the Swedish Ministry of Foreign Affairs, first as Head of the Pol-Mil section and thereafter as Deputy Head of the Department of European Security Policy. She handled policy areas including: CBMs, defense material, the initial development of the EU's Common Security and Defense Policy (CSDP), and matters related to the intelligence agencies.

Eric Wachsman, Director, University of Maryland Energy Research Center

Bio: Eric Wachsman, an expert on solid oxide fuel cells, has been named the University of Maryland Energy Research Center's first director. Wachsman spearheaded the creation of the Florida Institute on Sustainable Energy at the University of Florida in Gainesville, Fla. He received



a Ph.D. in materials science and engineering from Stanford University, and a B.S. in chemical engineering from the University of California at Berkeley. Prior to coming to the University of Florida, Wachsman rose through the ranks from post-doctorate to senior scientist at SRI International. Wachsman has focused his career on developing advanced, efficient, energy conversion devices and technologies. His research is on ionic transport in solids and the heterogeneous electrocatalysis at their surface. This research includes the development of solid oxide fuel cells, gas separation membranes, solid-state gas sensors, the electrocatalytic conversion of CH₄, and the post-combustion reduction of NO_x using advanced ion conducting materials.

Edith Allison, Director, Geoscience and Energy Policy Office, American Association of Petroleum Geologists



Bio: Edith Allison became the director of AAPG's Geoscience and Energy Office (GEO-DC) in September 2012. GEO-DC focuses on three areas: providing accurate scientific information to Washington policy makers; informing AAPG members of government policies and actions that affect them; and involving AAPG members in communicating with Washington policy makers. Ms. Allison has been an AAPG member since 1982, and active in AAPG affairs, including serving as a member of the House of Delegates, co-chair of the Professional Women in Earth Sciences Committee and co-chair of the 2011 Eastern Section annual meeting. Ms. Allison has bachelor's and master's degrees in geology and worked in industry for many years as an exploration and development geologist in the Mid-Continent and Permian basins. Ms. Allison also worked for the U.S. Department of Energy for over 20 years, initially conducting reservoir characterization research and later managing unconventional oil and gas research programs.

Charles Feinstein, Director, Energy & Extractives, The World Bank Group

Bio: Charles Feinstein is Director of the World Bank's Energy and Extractives Global Practice. In this role he is responsible for the operations and day to day management of the combined energy, mining and oil and gas investment, analytical and advisory portfolio. Before taking up this post in July of this year, he led the East Asia and Pacific Region's energy and water sectors, focusing on sector strategy development, innovation, quality assurance, and knowledge management. From 2008-12, he was Leader of the Bank Group's Sustainable Development Network for Timor-Leste, Papua New Guinea and the Pacific Islands, based in Sydney, Australia, and responsible for a diverse portfolio of Sustainable Development activities in 12 client countries. Prior to assuming his position in Sydney, "Chas" was Sector Manager for Energy operations in the Europe and Central Asia (ECA) Region. His work builds on his earlier service as a recognized energy specialist, and as co-author of the World Bank's pioneering Environmental Strategy for the Energy Sector (Fuel for Thought). Through the 1990s, Mr. Feinstein was Team Leader for Climate Change in the World Bank's Environment Department. Before joining the World Bank, he served as a U.S. Peace Corps Volunteer and Peace Corps Associate Country Director in the Pacific Islands. An alumnus of the East-West Center in Honolulu and the Energy Sector Management Assistance Program (ESMAP), Mr. Feinstein is trained in electrical engineering and resource economics.

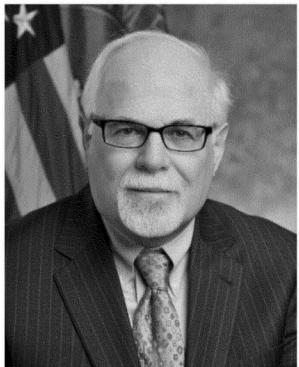
David Hart, Director, Center for Science and Technology Policy, George Mason University

Bio: David M. Hart is Professor and Director of the Center for Science and Technology Policy. Professor Hart served as assistant director for innovation policy, with a focus on advanced manufacturing, at the Office of Science and Technology Policy (OSTP), Executive Office of the President, from July 2011 to August 2012. Professor Hart has two overlapping areas of specialization. One is technology, science, and innovation policy. He is interested in the sources and implications of discoveries and inventions of all sorts, past and present. The other area is governance, at the regional, national, and global levels. He seeks to understand the processes by which policy-makers decide what to do. The two areas come together in research on how states, markets, individuals, and social groups interact to produce decisions about important new technological capabilities. Professor Hart's recent academic work focuses on advanced manufacturing policy, high-growth entrepreneurship, high-skill migration, energy innovation, and science advice to the President. His books include *Unlocking Energy Innovation* (MIT Press, co-authored with Richard K. Lester), *The Emergence of Entrepreneurship Policy* (Cambridge University Press), and *Forged Consensus: Science, Technology, and Economic Policy in the U.S., 1929-1953* (Princeton University Press). At OSTP, Hart was the lead author of the 2012 National Strategic Plan for Advanced Manufacturing (National Science and Technology Council) and contributed to the reports of the Advanced Manufacturing Partnership.

William Sonneborn, President, EIG Global Energy Partners

Bio: Mr. Sonneborn is the President of EIG and a member of the Investment and Executive Committees. Prior to joining EIG, he was a partner of Kohlberg Kravis Roberts & Co. and a member of KKR's Management Committee. Mr. Sonneborn served as CEO of KKR Asset Management (the public markets side of KKR) as well as CEO and Director of KKR Financial Corporation (NYSE: KFN), a publicly traded specialty finance firm. He also sat on the board of Nephila Capital, a \$10 billion Bermuda-based hedge fund in which KKR purchased a stake in 2013. Prior to joining KKR, he was with The TCW Group, Inc., most recently as President and Chief Operating Officer. Previously, he worked at Goldman, Sachs & Co. in New York and Hong Kong, where he focused on mergers & acquisitions for financial institutions. Mr. Sonneborn graduated with honors from Georgetown University. He is involved with a variety of non-profit organizations, serving as a director or trustee of the Georgetown University McDonough School of Business, Lucile Packard Foundation for Children's Health at Stanford University, and the San Francisco Zoo.

David Klaus, Deputy Undersecretary for Management and Performance, U.S. Department of Energy



Bio: David M. Klaus has served as the Deputy Under Secretary for Management and Performance at the U.S. Department of Energy since July 2013. The Office of the Under Secretary for Management and Performance functions as the Chief Operating Officer of the Department and has responsibility for its primary mission support organizations, including human capital, information technology, procurement and project management and facilities. It also oversees the Office of Environmental Management, which conducts the cleanup of the environmental legacy brought about from five decades of nuclear weapons development and government-sponsored nuclear energy research, and the Office of Legacy Management. Mr. Klaus has spent more than half of his 35 year career in Washington, DC in public service, working in both the executive branch and on Capitol Hill.

He previously served at the U.S. Department of Energy as the Director of Management and Administration during the final two years of Clinton Administration. During the Carter Administration he served as Associate Director of the U.S. Regulatory Council in the Executive Office of the President, directing programs on automobile and coal regulation, and also coordinated the development of the President's policy on personal privacy. He worked as Counsel to Chairman John D. Dingell and the Energy and Commerce Committee of the U.S. House of Representatives from 1981 to 1988, where he had primary staff responsibility for more than 40 federal statutes in the areas of energy, environmental, communications, consumer protection and international trade policy. Mr. Klaus' experience in the private sector includes ten years in private law practice representing clients on a broad range of legislative, regulatory and legal issues. More recently, he spent twelve years working on behalf of non-profit and multilateral organizations on international trade, transportation, environmental and economic issues. In addition to serving as a Senior Program Advisor at the Meridian International Center, he established and served as Consulting Director of the Wilson Center on the Hill Program at the Woodrow Wilson International Center for Scholars and as President and CEO of the Congressional Economic Leadership Institute. Mr. Klaus obtained his law degree cum laude from Georgetown University Law School and holds a BA in U.S. History with Honors from Stanford University. He is a member of the DC Bar.

BACKGROUND: Atlantic Council Presentation and Panel Discussion

Date/Time: Wednesday, 3 February, 2016 8:45 AM – 10:30 AM

Background:

The Atlantic Council is an emerging, prominent DC-based think tank with one of the best energy programs in Washington. This is BP America's first year to fund the Council, but there is a history of support through BP Turkey's sponsorship of the Council's Energy & Economic Summit, a flagship event held in Istanbul. In 2015, Amb. Richard Morningstar, former ambassador to Azerbaijan, founded the Council's Global Energy Center, focused on devising creative responses to energy-related geopolitical conflicts, advancing sustainable energy solutions and identifying trends to help develop energy strategies and policies that ensure long-term prosperity and security. Amb. Morningstar has a close relationship with Al Cook and has also worked with RWD. The Council has a standing invitation to RWD.

Agenda:

8:30 a.m. – 9:15 a.m.	Registration
8:45 a.m. – 9:00 a.m.	Speakers Arrive Speakers arrive and are escorted to the green room by Atlantic Council staff.
9:05 a.m. – 9:10 a.m.	Welcome and Introduction Annie Medaglia, <i>Deputy Director, Global Energy Center</i> (<i>Podium w/ microphone – Stage Right</i>) <i>*David Eyton and Melanie Kenderdine take reserved seats in the front row of the audience*</i> Annie Medaglia delivers brief welcoming remarks and introduces David Eyton and Melanie Kenderdine. (Annie Medaglia turns the floor over to David Eyton, who steps up to the podium for his prepared remarks)
9:10 a.m. – 9:25 a.m.	Prepared Remarks I David Eyton, <i>Head of Technology, BP</i> (<i>Podium w/ microphone – Stage Right</i>) David Eyton delivers prepared remarks, using the PowerPoint presentation provided to Atlantic Council staff. (David Eyton turns the floor over to Melanie Kenderdine, who steps up to the podium for her prepared remarks. David Eyton returns to his seat in front row.)
9:25 a.m. – 9:40 a.m.	Prepared Remarks II Melanie Kenderdine, <i>Director of the Office of Energy Policy and Systems Analysis and Energy Counselor to the Secretary, US Department of Energy</i> (<i>Podium w/ microphone – Stage Right</i>) Melanie Kenderdine delivers prepared remarks, using the PowerPoint presentation provided to Atlantic Council staff.

(At the conclusion of these prepared remarks, Melanie Kenderdine, David Eytون, and Annie Medaglia take seats on the stage for moderated discussion. Podium removed.)

9:40 a.m. – 10:05 a.m.

Moderated Discussion**Moderator:**

Annie Medaglia, *Nonresident Senior Fellow, Global Energy Center Atlantic Council*

David Eytون, *Head of Technology, BP*

Melanie Kenderdine, *Director of the Office of Energy Policy and Systems Analysis and Energy Counselor to the Secretary, US Department of Energy*

(At 10:05 am, Annie Medaglia will open the discussion to the audience.)

10:05 a.m. – 10:30 a.m.

Audience Question & Answer**Moderator:**

Annie Medaglia, *Nonresident Senior Fellow, Global Energy Center Atlantic Council*

David Eytون, *Head of Technology, BP*

Melanie Kenderdine, *Director of the Office of Energy Policy and Systems Analysis and Energy Counselor to the Secretary, US Department of Energy*

10:30 a.m.

Program Concludes***Questions for the moderated portion of the panel:***

- **Low Oil Price:** The Outlook was written in a \$100/barrel oil environment. David: Does the new reality change your projections - for oil/gas and for renewables/alternative energy tech? Melanie: More broadly, how do you view the impact of the low oil price environment on technological innovation, development, and deployment?
- **COP21 Impact:** Both: How does COP21 impact your views on the future state of the fossil fuel industry and of the energy industry in general? What is needed to actually achieve those goals? What role, if any, do you see a carbon tax playing? Is natural gas a bridge to a low carbon world or a long-term component of that world?
- **Non-OECD:** BP's outlook notes that 96% of energy demand over the next two decades will come from the developing world. There are a lot of challenges associated with reducing non-OECD carbon emissions. Realistically, how do these countries move to utilize more gas, renewables, and energy efficient methods? Some new technologies need scale in order to reduce costs. Is there a way to partner with larger non-OECD countries to pilot these types of technologies?
- **Disruptions:** If you could advise people to think differently about how to view the energy world, what advice would you give? What do you see as the most disruptive energy technologies in the next 5-10 years? What could really change our outlook?

KEY PROFILES

Melanie Kenderdine, Director of the Office of Energy Policy and Systems Analysis

Bio: Melanie A. Kenderdine joined the Department of Energy as Director of the Office of Energy Policy and Systems Analysis and Energy Counselor to the Secretary in May 2013. Prior to serving in her current role at DOE, Ms. Kenderdine worked as the Executive Director and Associate Director of the MIT Energy Initiative (MITEI). During her six-year tenure at MITEI, she managed a large staff, was a member of the research team for MIT's Future of Natural Gas Study, was the rapporteur and editor for the MITEI Symposium Series, and helped to raise over \$500 million from industry and private donors for energy research and education. Before joining MITEI, Ms. Kenderdine served as the Vice President of Washington Operations for the Gas Technology Institute (GTI) from 2001 to 2007. At GTI, she was involved in major initiatives to increase domestic natural gas supply through research and development, enhanced energy efficiency through the use of full fuel cycle analysis, and advanced the security of critical energy infrastructures. From 1993 to 2001, Ms. Kenderdine served as a political appointee in President Bill Clinton's administration; she served in several key posts at DOE, including Senior Policy Advisor to the Secretary, Director of the Office of Policy, and Deputy Assistant Secretary for Congressional and Intergovernmental Affairs. Prior to joining DOE during the Clinton Administration, Ms. Kenderdine was Chief of Staff and Legislative Director for New Mexico Congressman Bill Richardson, who later was named U.S. Secretary of Energy. Ms. Kenderdine has served on a Council on Foreign Relations Task Force to develop a national energy strategy, on the Consumers Energy Council of America Working Group on Distributed Energy, has published articles in the World Energy Forum magazine, co-authored a chapter in "Energy Security in the 21st Century: A New Foreign Policy Strategy," and is a frequent lecturer on energy issues. In July 2014, Ms. Kenderdine was named one of the top five women in Washington shaping energy policy by the National Journal.

Annie Medaglia, Deputy Director, Atlantic Council's Global Energy Sector

Bio: Annie Medaglia is Deputy Director of the Atlantic Council's Global Energy Center, which she joined in 2015. Before joining the Global Energy Center, Annie was Special Adviser to both the Special Envoy for Eurasian Energy and the Special Envoy for International Energy Affairs at the US Department of State, where she directed diplomatic engagement on energy with Europe, Russia, and Ukraine. While a Presidential Management Fellow with the US Department of State, she managed the Middle East portfolio in the Legislative Affairs Bureau and was the Desk Officer for Qatar and Oman in the Near Eastern Affairs Bureau. Additionally, Annie served as a Fellow with the US Senate Energy and Natural Resources Committee. Annie holds an MBA and a Master of Public Policy from the University of Virginia. Her undergraduate degree is from the University of Virginia in Foreign Affairs and Spanish.

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BACKGROUND: Background Lunch with Bloomberg reporters Jennifer Dlouhy and Brian Wingfield

11:45 AM – 1:15 PM

Location: Centrolina Restaurant
974 Palmer Alley NW

Attendees: David Eyton and Jason Ryan

Background: Jen Dlouhy is an energy reporter for Bloomberg based in Washington DC where she focuses on energy policy. She recently joined Bloomberg after 10 years with the Houston Chronicle and Hearst Newspapers. She previously also worked for Congressional Quarterly, The

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