EXECUTIVE EDUCATION | LARGE-LOAD GOVERNANCE

Executive Perspectives on Governing Large-Load Development

David M. Smitherman

THE GOVERNING PREMISE

Data centers and other large-load projects are not single-issue development decisions. They are simultaneously energy, water and wastewater, infrastructure, public finance, land-use, legal and governance, emergency-services, community-expectations, and long-term public-value decisions.

LEADERS WILL LEAVE READY TO

Evaluate proposals before project timelines compress. Align energy, water, infrastructure, finance, land use, legal authority, emergency services, and community expectations. Establish defensible standards that protect existing customers and long-term public value.

AVAILABLE PROGRAMS

01 The Manager's Playbook for Large-Load Development

An executive operating model for aligning staff, utilities, partners, evidence, and governing-body decisions before a project controls the timetable.

02 Beyond Recruitment: Governing the Large-Load Opportunity

How communities can move from recruitment-first thinking to infrastructure-led, community-centered governance of high-impact investment.

03 The Fiscal Anatomy of a Large-Load Project

A practical examination of revenues, incentives, capital needs, utility cost allocation, stranded-asset risk, and the durability of public value.

04 A Data Center Is Not Just a Zoning Case

Why land-use approval must connect to power, water, noise, transportation, emergency response, enforceable commitments, and cumulative impacts.

05 Large Loads, Public Power and the Community

A public-leadership perspective on reliability, affordability, cost responsibility, growth strategy, and community confidence in utility decisions.

06 Seven Questions to Answer Before the Data Center Vote

A decision-ready framework for testing capacity, site fit, public cost, resource stewardship, benefits, accountability, and long-term governance.

EXECUTIVE PERSPECTIVE

PUBLIC-EXECUTIVE EXPERIENCE

Former North Carolina County Manager and Virginia County Administrator with more than 20 years of local-government executive leadership, plus 10 years consulting to local governments on organizational, operational, financial, infrastructure, and economic-development challenges.

RESEARCH & PRACTICE

Author of *Beyond Incentives: Building the Social License for Data Center Development* and developer of CERF™.

Programs are designed for public-sector education and professional development—not project advocacy or vendor promotion.

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BEAR STRATEGIES