

AUSTIN ENERGY'S TARIFF PACKAGE: §
2015 COST OF SERVICE §
STUDY AND PROPOSAL TO CHANGE §
BASE ELECTRIC RATES §

BEFORE THE CITY OF AUSTIN
IMPARTIAL HEARING EXAMINER



REBUTTAL TESTIMONY

OF

KERRY OVERTON

ON BEHALF OF AUSTIN ENERGY

AUSTIN ENERGY
2016 MAY 20 AM 11:27

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EXHIBITS

KO-1 Resume

1 **I. INTRODUCTION**

2 **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.**

3 A. My name is Kerry Overton. My business address is Town Lake Center, 721 Barton
4 Springs Road, Austin, Texas 78704.

5 **Q. BY WHOM ARE YOU EMPLOYED AND IN WHAT POSITION?**

6 A. I am employed by the City of Austin ("City") as Austin Energy's ("AE") Deputy
7 General Manager.

8 **Q. ON WHOSE BEHALF ARE YOU TESTIFYING?**

9 A. I am testifying on behalf of Austin Energy.

10 **Q. DID YOU PREPARE THIS TESTIMONY?**

11 A. Yes. This testimony was prepared by me or under my direct supervision.

12 **Q. PLEASE DISCUSS BRIEFLY YOUR EDUCATIONAL BACKGROUND,**
13 **PROFESSIONAL EXPERIENCE, AND QUALIFICATIONS.**

14 A. I am a graduate of Rice University in Houston, Texas with a Bachelor of Arts in
15 Managerial Studies and Political Science. My post undergraduate work includes two
16 degrees from the University of Texas at Austin: a Masters of Business Administration
17 from the McComb's Graduate School of Business and a Masters of Public Affairs
18 from the Lyndon B. Johnson School of Public Affairs.

19 My professional career includes over 29 years of experience in both the
20 electric and oil and gas industries. My duties and responsibilities include over 22
21 years of executive experience in organizing and directing the operational enterprise of
22 utility revenue processing, billing functions, and customer interactions. I have

1 extensive and direct expertise in all aspects of corporate leadership within a
2 governmental enterprise. My work requires collaboration with all customer classes,
3 commissions, city council members, advocacy groups, union associations, vendors,
4 city departments, and employees. Collectively, my experiences reflect utility
5 strategic leadership, budgeting, planning, operational management, customer service,
6 understanding best practices, and community engagement.

7 **Q. WHAT ARE YOUR RESPONSIBILITIES AS DEPUTY GENERAL**
8 **MANAGER?**

9 A. My responsibilities include providing executive oversight of, and directing the
10 professional staff responsible for Austin Energy's customer care operations. I also
11 oversee the customer billing operations which generate over \$1.9 billion in revenue
12 for Austin Energy, the Austin Water Utility, the Austin Resource Recovery, Public
13 Works, and Watershed departments of the City.

14 My primary duties include managing the business services of Customer
15 Account Management, Customer Billing Services, Field Services, the Utility Contact
16 Center, the citywide 311 Information Center, Human Resources, Organizational
17 Development, Facilities Management, Health & Safety, Security Management, and
18 Corporate Quality Services.

19 **Q. HAVE YOU PROVIDED AN ATTACHMENT THAT DETAILS YOUR**
20 **EDUCATIONAL BACKGROUND AND PROFESSIONAL EXPERIENCE?**

21 A. Yes. I provide this information in Exhibit KO-1 to my testimony.

1 **II. PURPOSE OF REBUTTAL TESTIMONY**

2 **Q. WHAT IS THE PURPOSE OF YOUR REBUTTAL TESTIMONY?**

3 A. The purpose of my rebuttal testimony is to discuss the following policy issues
4 addressed in intervenors' testimony and presentations:

- 5 1. Paul Robbins' testimony related to the enrollment process for the Customer
6 Assistance Bill Discount Program ("CAP");
- 7 2. Austin Energy Low Income Customer's ("AELIC") assertion that "AE should
8 not charge residential customers late payment penalty fees...";¹
- 9 3. The J.D. Power customer satisfaction survey addressed in the Independent
10 Consumer Advocate's ("ICA") testimony; and
- 11 4. The process used by Austin Energy to develop pilot programs, addressing
12 comments made by AELIC and ICA in their initial presentations and
13 testimony and by Public Citizen/Sierra Club ("PC/SC") in their cross rebuttal
14 filing.

15 **III. CUSTOMER ASSISTANCE PROGRAM**

16 **Q. WHAT CONCERNS DOES MR. ROBBINS EXPRESS ABOUT THE**
17 **CUSTOMER ASSISTANCE BILL DISCOUNT PROGRAM?**

18 A. Mr. Robbins expressed concerns about utility bill discounts being received by
19 customers with a high income level and/or high property value. Mr. Robbins is
20 concerned that the discounts provided to high income/property value households
21 should instead be provided to low income households.

22 **Q. PLEASE EXPLAIN HOW THE CUSTOMER ASSISTANCE BILL**
23 **DISCOUNT PROGRAM FUNCTIONS.**

24 A. The CAP provides discounts to customers served by Austin Energy, Austin Water,
25 and the Watershed Protection Department. For Austin Energy customers, Austin

¹ AE Low Income Customer's Statement of Position/Presentation at 7 (May 3, 2016).

1 Energy's Council-approved tariffs specify the requirements for qualifying for the
2 discount and the size of the discount.

3 For Fiscal Year ("FY") 2016, the participating customers are eligible for a
4 10% bill reduction on kWh-based charges. Additionally, these customers are exempt
5 from the monthly customer charge and the CAP component of the Community
6 Benefit Charge.

7 **Q. WHAT IS THE ELIGIBILITY CRITERIA FOR CAP DISCOUNT**
8 **CUSTOMERS?**

9 A. A customer qualifies for a discount from Austin Energy if the customer, or a member
10 of the customer's household, participates in any one of the following programs: the
11 Comprehensive Energy Assistance Program ("CEAP"), the Travis County Hospital
12 District Medical Assistance Program ("MAP"), Supplemental Social Security Income
13 Program ("SSI"), Medicaid, Supplemental Nutritional Assistance Program ("SNAP"),
14 the Children's Health Insurance Program ("CHIP"), the State Telephone Lifeline
15 program, or the Veterans Affairs Supportive Housing ("VASH") program.

16 **Q. HOW DOES AUSTIN ENERGY DETERMINE WHICH CUSTOMERS**
17 **QUALIFY FOR THE CAP PROGRAM?**

18 A. A third-party vendor, SOLIX, performs the screening process to determine which
19 customer households qualify for the discount program using an automated system that
20 matches a variety of customer characteristics to determine whether the customer
21 meets the eligibility criteria. A self-enrollment option is also available for qualifying
22 customers not identified during the matching process.

1 **Q. PLEASE EXPLAIN HOW CUSTOMERS ARE ENROLLED IN CAP.**

2 A. Once SOLIX's screening process identifies eligible customers, the list of qualified
3 customer households is sent to Austin Energy for program enrollment. Austin Energy
4 updates the billing system to add the discount to the customer's account. Austin
5 Energy notifies newly enrolled customers by sending a letter to the billing address.

6 **Q. WHO REQUIRED THAT ENROLLMENT BE AUTOMATIC?**

7 A. City Council required that enrollment be automatic.

8 **Q. HAS AUSTIN ENERGY TAKEN ANY STEPS TO MODIFY ITS**
9 **ENROLLMENT OR SCREENING PROCESS?**

10 A. Yes, Austin Energy has modified the screening process since the original process was
11 implemented. Beginning in October 2015, following Council direction, Austin
12 Energy instructed SOLIX to implement additional screening based upon the
13 customer's Travis County Assessment District ("TCAD") Home Improvement Value.
14 SOLIX modified the eligibility criteria to require that a customer's home
15 improvement value be less than \$250,000.

16 The TCAD home improvement value refers specifically to the value of the
17 building or structure, as opposed to the value of the structure plus the land, or just the
18 land. Austin Energy believes that if the value of land were included in the screening
19 process, it would inappropriately exclude customers who live in neighborhoods where
20 the value of land has increased exponentially in recent years.

21 Also, one month prior to a customer's annual recertification, AE sends all
22 program participants opt-out letters. Participants must respond within 30 days to
23 remain enrolled in the CAP discount program.

1 **Q. WHAT HAS BEEN THE EFFECT OF TAKING THOSE STEPS?**

2 A. As of March 2016, Austin Energy has contacted 452 participants. Of those
3 participants, 35 have been removed from the program, 349 are pending removal, and
4 68 have requested to re-enroll.

5 **Q. WOULD IT BE FEASIBLE FOR AUSTIN ENERGY TO VERIFY THE**
6 **INCOME OF CAP PARTICIPANTS?**

7 A. Yes, it is feasible. However, there are challenges that make income verification
8 imprudent.

9 **Q. WHAT ARE SOME OF THE CHALLENGES AUSTIN ENERGY WOULD**
10 **FACE IN TRYING TO VERIFY THE INCOME OF THE PARTICIPANTS?**

11 A. For utilities that utilize income screening, the potentially eligible customers must
12 provide proof of income eligibility during the application process. Austin Energy does
13 not have the staff, qualifications, or access to data necessary to conduct income validation
14 or verification. In order to implement income verification, a specialized company could
15 be hired to conduct the examination on behalf of the City. For example, in researching
16 the feasibility of income verification, Austin Energy staff consulted with SOLIX,
17 which performs income verification for the Public Utility Commission of Texas
18 ("PUC") and two utilities in California.

19 In order to complete the income verification process, SOLIX reviews the
20 income information provided by the customer during the application process and
21 verifies the information using customer-provided documents such as pay stubs, W-2
22 forms, and tax returns. This verification process **does not include** an audit of the
23 household to ensure all income is reported.

1 **Q. WHAT CHALLENGES WOULD HIRING A THIRD PARTY TO VERIFY**
2 **THE INCOME OF CAP PARTICIPANTS PRESENT?**

3 A. Hiring a third party to verify incomes would ultimately duplicate the work the
4 Medicaid, SSI, SNAP, and CHIP case workers already perform. The current
5 automatic enrollment process for the CAP program uses customers' eligibility for federal
6 and state entitlement programs as a proxy for income eligibility. Federal programs, such
7 as Medicaid, SSI, SNAP, and CHIP, utilize case workers to validate household assets and
8 income. Having a third party verify a participant's income level may not provide any
9 additional screening benefits but would increase program administration costs.

10 **Q. DO YOU BELIEVE THAT IT WOULD BE FEASIBLE TO REQUIRE**
11 **AUSTIN ENERGY CUSTOMERS TO APPLY TO PARTICIPATE IN THE**
12 **CAP PROGRAM AND AT THE TIME OF THE APPLICATION PROVIDE**
13 **PROOF OF ELIGIBILITY?**

14 A. Yes, it is feasible. However, there are challenges that would make this process less
15 effective than the current process. In the past, Austin Energy required customers to
16 apply for program discounts and provide proof of eligibility. Requiring customers to
17 self-enroll became a barrier for program participation. In fact, of the customers who
18 were sent a self-enrollment application, only 10% responded. Implementing a
19 requirement for self-enrollment could result in the unintended removal of low income
20 customers due to low response rates.

1 **Q. DO YOU BELIEVE THAT IT WOULD BE FEASIBLE TO REQUIRE**
2 **AUSTIN ENERGY CUSTOMERS TO FALL WITHIN TWO OF THE**
3 **QUALIFYING CATEGORIES BEFORE BEING ABLE TO PARTICIPATE IN**
4 **THE CAP PROGRAM?**

5 A. Yes, it is feasible. However, Council would need to approve modifications to the
6 program qualifications.

7 **Q. DO YOU BELIEVE THAT IT WOULD BE FEASIBLE TO REQUIRE**
8 **AUSTIN ENERGY CUSTOMERS TO TAKE AN AFFIRMATIVE ACTION**
9 **TO AGREE TO PARTICIPATE IN THE CAP PROGRAM AFTER BEING**
10 **AUTOMATICALLY ENROLLED?**

11 A. Yes, it is feasible. However, requiring customers to take affirmative action to agree
12 to be enrolled in the CAP program poses similar challenges to implementing a
13 program where customers must affirmatively initiate an application to be enrolled in
14 the program. Austin Energy is concerned that if customers are required to take
15 affirmative action to confirm their initial enrollment, many customers will not do so.
16 This outcome runs the risk that customers for whom the discount is truly necessary
17 will not be able to receive it.

18 **Q. DO YOU BELIEVE THAT IT WOULD FEASIBLE FOR AUSTIN ENERGY**
19 **TO REQUIRE THAT THE PERSON WHO IS RECEIVING THE CAP-**
20 **QUALIFYING SERVICE ALSO BE THE PERSON WHOSE NAME IS ON**
21 **THE AUSTIN ENERGY ACCOUNT?**

22 A. Yes, it is feasible. However, there are issues with this approach. Austin Energy
23 reviewed current CAP enrollment participants and found that approximately 42% are
24 not named as the utility account holder but qualify because someone in the household

1 whether a child, spouse, or elderly individual is a beneficiary of a state or federal
2 entitlement program. Eliminating these households from the discount program may
3 create an unintended consequence where low-income households who need the
4 discount are excluded from the program.

5 **Q. IS AUSTIN ENERGY WILLING TO DEVELOP STRATEGIES TO ADDRESS**
6 **MR. ROBBINS' ENROLLMENT CONCERNS?**

7 A. Yes. Austin Energy has presented enrollment recommendations to City Council,
8 including at the February 25, 2016 Austin Energy Utility Oversight Committee
9 meeting, that address several issues raised by Mr. Robbins. Austin Energy will
10 continue to inform City Council on program improvements.

11 **Q. PLEASE SUMMARIZE YOUR TESTIMONY ABOUT MR. ROBBINS**
12 **RECOMMENDATIONS ABOUT CAP ENROLLMENT.**

13 A. After reviewing the recommendations presented by Mr. Robbins, Austin Energy plans
14 to expedite and expand the Home Improvement Value Screening process. Austin
15 Energy recommends that after the Home Improvement Value Screening is fully
16 implemented, an assessment of the automatic enrollment process should be
17 performed—before making a substantial investment to perform income verification or
18 implement a self-enrollment process.

IV. LATE PAYMENT CHARGES FOR RESIDENTIAL CUSTOMERS

Q. WHAT RECOMMENDATION DOES AELIC OFFER WITH RESPECT TO THE LATE PAYMENT CHARGES FOR RESIDENTIAL CUSTOMERS?

A. AELIC recommends that AE not charge its residential customers a late payment fee. AELIC claims that Austin Energy cannot charge its residential customers a late payment fee because regulations adopted by the PUC do not expressly authorize municipally-owned utilities (“MOUs”) to do so.

Q. DOES AUSTIN ENERGY LEVY LATE PAYMENT FEES IF RESIDENTIAL CUSTOMERS DO NOT PAY THEIR BILLS ON TIME?

A. Yes. Austin City Code Utility Service Regulations §15-9-137 provides that “except as otherwise limited by contract, if customer care does not receive full payment by the payment due date on an invoice, a five percent late payment penalty shall be added to the invoiced electric, water, reclaimed water, and wastewater charges.”

Q. WHO APPROVED AUSTIN ENERGY'S LATE PAYMENT PENALTY?

A. This long-standing city policy was adopted by the Austin City Council in 2013.

Q. DOES THE ABSENCE OF EXPRESS AUTHORITY IN THE PUC REGULATIONS PREVENT AUSTIN ENERGY FROM ASSESSING A LATE PAYMENT PENALTY?

A. No. In Texas, MOUs generally are treated differently than investor-owned utilities (“IOUs”), especially with regard to customer service and protection rules. The Austin City Council, not the PUC, has the legal authority to allow the City to assess a late payment fee on the utility bill. Because the City Council mandated the assessment of a late payment penalty, Austin Energy must charge customers a five percent fee for

1 late payments, irrespective of what the PUC regulations provide. It should be noted
2 that City Council elected to adopt a late payment penalty that is identical to the one
3 outlined in the PUC regulations.

4 **Q. WHY DOES AUSTIN ENERGY ASSESS A LATE PAYMENT CHARGE?**

5 A. Generally speaking, late fees are assessed when credit is extended but not timely
6 repaid. Given that city utility services are extended to citizens in exchange for the
7 customers' promise to pay, Austin City Council deemed it appropriate to assess late
8 fees when the customer fails to timely pay.

9 Utilities typically assess a late fee to prompt customers to pay by the due date
10 of the bill. This is an incentive to prevent the customer from incurring unpaid utility
11 balances which increase month over month.

12 **Q. WHEN IS THE LATE PAYMENT CHARGE ASSESSED, MEANING HOW**
13 **MANY DAYS AFTER THE CUSTOMER'S DUE DATE?**

14 A. The late payment charge is assessed and reflected on the customer's utility account
15 four business days after the customer's due date (on the 21st day after the bill
16 generation date).

17 **Q. IS AELIC CORRECT IN ITS ASSERTION THAT CUSTOMERS WILL BE**
18 **CHARGED A LATE FEE IF THE CUSTOMER PAYS THEIR UTILITY BILL**
19 **ON THE BILL'S DUE DATE USING A THIRD-PARTY AGENT?**

20 A. No. Electronic payment files from authorized third-party agents, including authorized
21 pay stations located within HEB grocery stores, are received by Austin Energy and
22 posted to the customer utility account on the business day after the customer makes
23 the payment with the agent. As discussed above, late fees are assessed four days after

1 the utility bills are due. This delay helps ensure that Austin Energy has received and
2 recorded all electronic payment files appropriately. Also, Austin Energy has
3 agreements and processes in place with third-party agents that require the agents to
4 notify AE about any late electronic payment files, so that AE can then cancel any
5 assessed late fee penalties.

6 **Q. HAS AUSTIN ENERGY EXAMINED THE FEASIBILITY OF HAVING**
7 **CUSTOMERS SELECT THEIR OWN DUE DATES FOR THEIR UTILITY**
8 **BILLS?**

9 A. Yes. For the past six months, Austin Energy has been coordinating with its billing
10 software vendor to determine whether it is feasible to allow customers to select their
11 own due date for their utility bills.

12 **Q. DOES AUSTIN ENERGY ANTICIPATE GIVING CUSTOMERS THE**
13 **OPPORTUNITY TO SELECT THEIR OWN DUE DATES?**

14 A. Yes. Austin Energy anticipates that beginning in October 2016, certain customers
15 will be able to select their own due date. Austin Energy is planning to offer this
16 program to customers who receive monthly assistance from a government program or
17 who are able to demonstrate a hardship. Austin Energy is still working with the
18 billing software vendor to finalize the specifics of the program, which will be
19 announced publicly in advance of the implementation of the pick your own due date
20 option.

1 **VI. DEVELOPMENT OF PILOT PROGRAMS**

2 **Q. WHAT RECOMMENDATIONS DO THE INTERVENORS OFFER ABOUT**
3 **AUSTIN ENERGY’S PILOT PROGRAM DEVELOPMENT PROCESS?**

4 A. In his direct testimony, Mr. Clarence Johnson, on behalf of the ICA, recommended:
5 (1) that the Electric Utility Commission (“EUC”) and the City Council review
6 proposed pilot projects separate and apart from the budget process, (2) that Austin
7 Energy consult with advocates for groups that may be impacted by the pilot program,
8 (3) that firm end dates be established for pilot programs, and (4) that Austin Energy
9 develop the terms and conditions of pilots prior to their initiation.

10 Also, AELIC suggests that the pilot prepayment rate tariff be removed from
11 the final tariffs ultimately adopted by Council.

12 Finally, in their cross rebuttal, PC/SC indicated their support for the ICA’s
13 recommendation that special tariffs and rates be examined by stakeholders to ensure
14 they are designed appropriately.

15 **Q. DO YOU AGREE WITH ALL OF MR. JOHNSON’S RECOMMENDATIONS?**

16 A. No. Specifically, I do not agree with Mr. Johnson’s recommendations, which were
17 supported to some extent by PC/SC, to vet all pilot programs through the EUC and
18 Council and to consult with advocates for groups that may be impacted by a pilot
19 program.

20 With respect to his final two recommendations, Austin Energy already
21 establishes firm end dates for its pilot programs and fully develops the terms and
22 conditions of the pilots prior to their ultimate implementation.

1 **Q. PLEASE DESCRIBE AUSTIN ENERGY’S PILOT DEVELOPMENT**
2 **PROCESS.**

3 A. By definition, a pilot project is a new service or product offering that is targeted to a
4 limited number of customers, has a concrete beginning and end, and allows Austin
5 Energy to vet the feasibility of expanding the offering to its entire customer base.

6 Austin Energy’s skilled staff carefully monitors industry best practices and
7 new trends to ensure that the services and products provided by AE are the best they
8 can be. When staff discovers a new service or product that would enhance Austin
9 Energy’s service, the staff begins the pilot program process. Specifically, Austin
10 Energy develops the enrollment criteria and the terms and conditions for participating
11 in the pilot. Using the enrollment criteria, Austin Energy then conducts a statistical
12 analysis of its customers to establish a group of eligible participants. Austin Energy
13 then contacts the eligible individuals or entities to gauge their interest in participating
14 in the program, the interested parties are enrolled, and the pilot program moves
15 forward.

16 Occasionally, the pilot programs developed by Austin Energy will impact the
17 tariff schedule. When this occurs, the related tariffs are included in the budget.
18 When a tariff is included in the budget, any citizen may comment on it, and the pilot
19 project will not begin unless and until it is approved by the City Council.

20 **Q. PLEASE DESCRIBE YOUR CONCERNS ABOUT INVOLVING ADVOCACY**
21 **GROUPS OR REQUIRING A STAKEHOLDER PROCESS IN THE**
22 **DEVELOPMENT OF PILOT PROJECTS.**

23 A. The pilot program development process is a staff-driven process focused on
24 examining the feasibility of various ideas through a targeted number of customers

1 who voluntarily elect to participate. Requiring Austin Energy to participate in a
2 stakeholder process before even determining if a large-scale implementation of the
3 project is possible would limit the utility's ability to gather concrete data and develop
4 an internal understanding of innovative potential solutions to customer needs and
5 concerns.

6 However, Austin Energy is always interested in receiving feedback from its
7 customers and before implementing a new project or program, Austin Energy will
8 develop the appropriate tariff revisions, hold discussions about the revisions with the
9 Electric Utility Commission, City Council, and other stakeholders, and request
10 Council's authority to proceed.

11 **Q. DOES AUSTIN ENERGY INTEND TO REMOVE THE PRE-PAYMENT**
12 **TARIFF LANGUAGE FROM THE 2016-2017 TARIFF SCHEDULE?**

13 A. Yes. The pre-payment pilot program began on May 2, 2016 and will conclude on
14 September 30, 2016. The language approved by City Council last year will govern
15 the operation of the program. Once the pilot program is complete, Austin Energy will
16 evaluate its success and determine whether and when to expand it.

17 **VII. CONCLUSION**

18 **Q. DOES THIS COMPLETE YOUR TESTIMONY?**

19 A. Yes.

Kerry L. Overton

Town Lake Center, 721 Barton Springs Road, Austin, Texas 78704 (512) 322-6113
kerry.overton@austinenergy.com

Summary

Over 29 years of experience in the electric and oil & gas industry. A highly effective leader with over 22 years of executive experience. Extensive and direct expertise in all aspects of corporate leadership within a governmental enterprise operation. Facilitated operational efforts which required integrated work with all customer classes, commissions, city council, advocacy groups, union associations, vendors, city departments and employees. Experienced utility visionary providing strategic leadership, exemplary customer service, operational reliability, best practices and balance. Innovative business leader who drives results with quality decisions. Promoter of customer and employee engagement.

Professional Experience

Austin Energy, Austin, Texas

2000 - present

Deputy General Manager, Corporate Shared Services (2008 – present)

Direct the operation of over 586 professional and administrative staff with an annual O&M budget of \$71 million and CIP budget of \$90 million. Provides oversight to customer billing operations generating over \$1.3 billion in revenues. Manage the utility's Customer Care and Human Capital Management operations (including Corporate Information Technology & Telecommunication business units for approximately four years).

Responsible for the policy development and program implementation for integrated technology, customer services and workforce planning for city-wide departments and internal business units including Power Generation, Electric Service Delivery, Distributed Energy Services and Finance & Corporate Services. Develop policy and programs associated with customer service activity for Austin Energy, Austin Water Utility, Solid Waste Services, Public Works and Watershed Protection. Strategic oversight and management responsibility includes policy development, operational management, systems innovation and program development. Established policy direction and actively resolved priority challenges essential to the organization. Critical service areas to the corporation include: Human Resources, Organizational Development, Workforce Planning, Facilities Management, Corporate Quality Services, Health & Safety, Security Management, Customer Account Management & Billing, Field Services, Utility Contact Center, City-Wide 311 Information Center, and Information Technology & Telecommunications.

- In collaboration with the Executive Leadership team launched the organization's most comprehensive talent management initiative.
- Provided Executive over-sight in the creation of the Utility's comprehensive Facilities Master Plan.
- Served as Risk Oversight Committee (ROC) member governing our energy resources.
- Instrumental in the cross-departmental integration of Advanced Meter Infrastructure (AMI) and the Customer Information System (CIS).
- Leading the replacement of the legacy CIS for the new Customer Care & Billing system.
- As the Utility's Privacy Officer, develop policy and procedures for city-wide compliance with the Fair and Accurate Credit Transactions Act (FACTA).

- Assisted the City's Purchasing Office, Small & Minority Business Resources Department and the Community at-large in improving the utility's performance related to M/WBE goals.
- Executive Sponsor of the Corporate Diversity Initiative.

Sr. Vice President, Customer Care and Market Research Planning & Development (2005 – 2008)

Directed the operation of 383 professional and administrative staff with an annual O&M budget of \$32 million and CIP budget of \$20 million. Managed the operation responsible for the utility's key accounts, commercial and residential call centers, customer billing, account receivables, market research and the City's 311 Information Center and the Quality Management & Training Support group.

- Assisted in operational improvements which resulted in the Corporate Customer Satisfaction Score increasing the annual index score four points from 78 to 82 as measured by the American Customer Satisfaction Index and Creative Consumer Research.
- Collaborated with all customer class stakeholders to improve customer online automation services and customer-facing portals, including the Multi-family and Key Accounts Portals.
- Facilitated the development and implementation of the Revenue Measurement Field Services Mobil Workforce Initiative which improved KPIs 30-40%.
- Active in the development of a state-of-art Field Services training facility improving employee safety and work order execution time.
- Improved the handling of customer calls in power outages and emergency restoration efforts.
- Spear-headed the development of the Customer Care ISO 9001:2008 registry.

Vice President, Customer Care and Market Research Planning & Development (2002 –2005)

Directed an annual operation budget of \$35 million, in addition to, approximately 330 professional and administrative staff. Managed key accounts, market research, call center operations, billing, field service meter reading activities, customer account management and timely collections of approximately \$1.3 million in annual utility revenue. A key component of this operation included managing the customer billing cycle and customer relations management on transactions for over 480K customer accounts receiving city-wide services. Directed the operations of a nationally recognized Key Accounts program, which promoted and enhanced Austin Energy's relationship with the top 200 revenue customers (including Dell, Samsung, IBM, and Motorola). Responsibilities included directing, developing, and implementing customer service quality standards and measurement systems for the residential and commercial call centers and other customer related transactions. Oversight of the marketing and service execution of the city's conservation programs and services including Green Choice, AE's Weatherization program, Water & Wastewater programs, Solid Waste Services Cart Management, and more.

- Expanded the discount offerings and services for the utility's Customer Assistance Program.
- Designed and implemented comprehensive process improvement initiatives and automation projects which enhanced the processing time 75% in the meter-to-cash activities.
- Developed operational policies improving utility customer service regulations as adopted by City Council.
- Created a best-in-class remittance processing unit and improved processing by 80%.
- Reduced outstanding debt for inactive utility accounts from 1.78% to .23%, yielding an annual increase in total revenue recovery in excess of \$15 million.
- Integral in the planning, procurement and implementation of the newly created City-Wide 311 Information Center.

Director, Infrastructure Support Services (COA) (2001 – 2002)

Directed integrated Financial Management and Human Resource Services for multiple city departments. Led the policy development and analytical reviews for Public Works, Transportation, Watershed Protection, Planning and Development Review and Economic Growth & Redevelopment Services.

Highly skilled in financial analysis, budget preparation, employee relations, compensation, training and personnel policies.

- Created the operational and capital improvement budgets for cross-functional departments.
- Developed and promoted best practices in financial services.
- Executed and monitored the human resources policy for cross-functional departments.
- Managed the strategic and tactical planning for multiple cross-functional departments.

Process Manager, Customer Care (2001)

Sr. Business Process Consultant (2000)

Developed and implemented a methodology for strategic planning, performance measurement, and process improvement. Generated risk analysis and contract management reviews for multiple business units. Developed short and long-term process improvement plans for remittance processing. Implemented project management methodology for revenue controls. Advised and consulted the Sr. Vice President of Customer Care on revenue system infrastructure.

- Managed project schedule, cost, and quality production for business improvement initiative.
- Reduced utility payment backlog and improved reconciliation process with corporate accounting.
- Increased revenue bank deposits.

Texas General Land Office, Austin, Texas

1987 – 1999

Deputy Commissioner, Energy Resources (1996 – 1999)

Provided leadership to 85 professionals and administrative staff with an annual operation budget of \$3.2 million. Managed a staff of Engineers, Geologists, Energy Marketers, Revenue Managers, GIS Specialists and Auditors responsible for the Minerals Leasing, Royalty Management, Royalty Audit and Energy Marketing Divisions. Directed and oversaw the management of the State of Texas' mineral assets including 12.5 million acres of state land dedicated to the Permanent School Fund. Directed program area operations which negotiated mineral leases, conducted semi-annual lease sales, and performed accounting and auditing of state leases to ensure state receipt of all production revenue. These activities produced annual incomes of approximately \$150 million for the Permanent School Fund which helped finance public education. The fund is valued at well over \$14 billion. Managerial responsibility also included the in-kind oil and gas program of which the Land Office obtains oil/gas in lieu of royalties.

- Improved the Engineering operational standards.
- Integrated legacy Land Management, Revenue Management and GIS automation systems.
- Increased royalty lease revenue 15-20%.
- Promoted policy changes which increased the eligibility and participation of small/minority energy marketers.

Associate Deputy Commissioner, Energy Resources (1993 – 1996)

Assisted and directed the Energy Resources operational staff of Engineers, Geologists, Energy Marketers, Revenue Managers, GIS Specialists and Auditors responsible for the Minerals Leasing, Royalty Management, Royalty Audit and Energy Marketing Divisions. Oversaw program area operating budget, legislative reporting requirements, performance measures and program area output objectives. Led the project improvement and quality initiative of Energy Resources increasing operational efficiency, redirecting staff to critical functions, and improving automated systems to increase royalty collections and compliance.

- Improved relations with integrated oil & gas production and distribution companies operating on State lands.

- Created synergistic and cooperative agreements with the Federal Department of Energy and Department of Interior's Minerals Management division improving joint off-shore production.
- Formed joint Legislative Stakeholder committees creating energy related policy recommendations for adoption.

Executive Assistant, Commissioner's Office (1990 – 1993)

Advised Commissioner on all legislative initiatives. Legislative specialty included small/minority business development, economic development, alternative fuels, plastic recycling and coastal management planning.

- Launched the agency's first clean-fuels natural gas transportation program.
- Drafted legislative policy recommendations to promote economic and environmental issues critical to the Land Office program initiatives.

Director, Revenue Processing (Texas Veterans Land Board) (1989 – 1990)

Directed staff of 18 professionals with an annual operating budget of approximately \$1 million. Assisted in the management of the \$1.5 billion Veterans Land Board housing, home improvement and land programs. Served as a Loan Review Committee Member.

- Increased revenue income over 15%.
- Reduced processing time in Loan Services by 20-25%.
- Increased Veterans participation and satisfaction with the agency's program.

Executive Assistant, Senior Deputy's Office (1988 – 1989)

Coordinated all policy decisions, programs, and operations of agency, operated budget of more than \$22 million and implemented Commissioner's initiatives.

- Led research on alternative fuels programs.
- Crafted executive reports on Coastal Land Management and Energy Marketing & Pipeline Transportation issues.
- Developed the minerals and land management environmental assessment.

Auditor, Energy Resources (1987 – 1988)

Audited oil and gas, and mineral leases of 14 million acres of public land generating approximately \$400 million annual revenue, prepared royalty account records, schedules, and contractual agreements of state leased lands.

- Administered audit guidelines and business review procedures which improved revenue recovery over 10-20%.
- Implemented document and record controls for performance compliance.
- Negotiated and collaborated fair mineral lease provisions with leaseholders.

Professional Memberships and Affiliations

Board Member, CS Week (The Premier Utility Customer Service Learning Experience) – Current
Board Member, University of Idaho Utility Executive Course – Current
Member, Texas Public Power Association – Current

Chair, CS Week Executive Summit
Board Member, Austin Area Urban League
Board Member, Public Employees Credit Union
Fellow, Governor's Executive Leadership Development Program
Committee Member, Western States Land Commissioners Association

Committee Member, Eastern States Land Commissioners Association
ELI Graduate, Executive Leadership Institute - National Forum of Black Public Administrators
Fellow, Washington Campus Program (Washington, D.C.)
Intern, United States Senator Lloyd Bentsen
U.S. Delegate, World Youth Forum (Finland)
U.S. Delegate, U.S. Soviet Emerging Leaders Summit (Moscow)
Board Member, Rice Alumni Association
Board Member, American Center for International Leadership
Quarterback, Rice Athletics (Four-year Letterman)

Education

The University of Texas at Austin, Austin, Texas
M.B.A. Graduate School of Business
M.P.A. Lyndon B. Johnson School of Public Affairs

December 1997

Rice University, Houston, Texas
B.A. Managerial Studies and Political Science

May 1987