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SUMMARY OF QUALIFICATIONS

Record of successful strategic implementation in a variety of diverse areas across the organization using business and financial analysis. Over twenty years of demonstrated knowledge of utility company operations, from engineering to accounting. Obvious commitment to the strategic objectives of the consolidated corporation. Experience applying cross-disciplinary knowledge of Economics, Finance, Accounting, Administration and Management to improve general business planning, management, and accountability processes.

Core competencies include:

- Proven ability to communicate and lead the creation of a flexible, change-oriented, business-driven organization.
- Demonstrated ability to identify and institute continual process improvement changes.
- Recognized leadership experience as a tactical project manager.
- Established relationship management skills. Experience working with individuals across a diverse organization. Demonstrated ability to gain compliance and cooperation from each individual.
- Proven ability to effectively participate in a collaborative team approach without losing focus on ultimate goals.
- Adaptability. Able to develop creative solutions to ambiguous but complex situations.

PROFESSIONAL EXPERIENCE

Director, Mergers and Acquisition

1/2005 to Present

The Mergers and Acquisitions (M&A) transition planning and integration Director is a key leader in the M&A Management process. Draws on a multi-disciplinary background (economics, accounting, finance, administration, management) and relevant theories and concepts to design and administer the M&A and control processes.

- Develops, implements, and executes policies and practices that affect acquisitions and corporate resource allocations over a multi-year period.
- Models, and subsequently integrates the acquisition and divestiture activities of the holding company and the business units.
- Performs advanced financial and other technical analysis and subsequently creates recommendation reports with the goal of improving the efficiency and efficacy of the Project Management Office.
- Serves as the primary control point, through collaborative establishment of performance metrics, resource planning and subsequent monitoring, for the successful implementation and evolution of new organization.

Director, Business and Financial Analyses & Reporting **2003 to 2004**

Worked closely with Senior Management, the Corporate Controller and the Controllers Council to develop analysis tools and enhance reporting capabilities.

- Oversaw the development of advanced financial and other technical analysis and made related recommendations geared toward improving the financial and operational performance of the Company.

General Director, Corporate Budgeting and Analysis **2002 to 2003**

As a Senior Holding Company individual, was responsible for developing, implementing and executing policies and practices affecting corporate resource allocations covering a multi-year period. Served as a key leader in the corporate management process.

Director, Business Planning and Enterprise Information **1999 to 2002**

Served as a leading member of team that launched new financial management, accounting, budgeting and forecasting system. Planned and directed the development of the annual business plan. Advised and collaborated with corporate personnel on capital appropriations policy.

Manager of Business Planning and Cost Management **1992 to 1999**

Served as a leading member of team that launched new financial management and accounting system. Designed reports for field operations that improved budget control for field personnel and developed a user training program for field personnel with budgeting responsibilities.

- Oversaw the preparation and presentation of a \$200 million capital budget and a \$25 million operating budget.

Metro Gas Operations Manager **1988 to 1992**

Managed a multi-disciplined technical and crafts work group with 300 union and non-union employees. Directed the activities of engineering, system reliability, operations and maintenance, construction, service and installation, warehouse, technical services and employee and public safety.

- Responsible for operating plans, a \$13 million operations and maintenance budget and a \$9 million capital budget.
- Instituted self-managed work teams in gas operations.
- Successfully negotiated several union contracts.
- Accomplished an \$845,000 reduction in capital and operating expenses, and a 27.8% reduction in company vehicle accidents.

District Engineer **1985 to 1988**

Supervised the engineering and measurement departments. Planned and designed gas distribution system improvements. Provided technical assistance to Operations personnel in effective distribution system functions.

- Developed and implemented a long-range gas distribution system plan for Operations.
- Installed a \$100,000 computer-based remote telemetry system.
- Led project to reevaluate and restructure all company engineering jobs.

Staff Engineer

1983 to 1985

Responsible for review and approval of design work prepared by field engineering personnel to insure compliance with pipeline safety standards and sound engineering practices. Acted as consultant to the marketing department and energy conservation departments with regard to energy conservation matters.

- Designed a program to computerize 10,000 right-of-way records.
- Coordinated numerous construction projects, ranging from \$50,000 to \$1 million in scope.

Distribution Operations Engineer

1980 to 1983

Directed distribution operations activities and coordinated engineering, construction, and service projects. Conducted research and design studies of the gas distribution system.

- Created and installed the Residential Conservation Service Program.
- Computerized several manual job functions in gas operations.
- Negotiated the first reimbursement by the City of Albuquerque on a required main line relocation, leading to the formation of the Utility Coordinating Committee.

EDUCATION

Graduate Studies in Economics, Emphasis on Regulated Utilities

1989 to 1990

New Mexico State University
Las Cruces, New Mexico

Bachelor of Science in Mechanical Engineering

1980

University of New Mexico
Albuquerque, New Mexico