

# PHIL WILLIAMS

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## ENERGY INDUSTRY EXECUTIVE, CFO AND VP

### Boosting Organizational Values by Streamlining Operations and Implementing Improvement Measures

Corporate Mission Fulfillment – Organizational Improvements – Time & Resource Optimization

- Dedicated and driven energy industry leader with 35+ years of proven performance in a variety of Operations and Finance roles within investor owned, cooperatives, and municipally owned utilities—spanning accounting, commercial structuring, billing recovery, and executive level roles.
- Well-respected catalyst in the conceptualization, development and implementation of broad client service initiatives to drive revenue growth and expand operations, with a concentrated emphasis on continual improvement.
- A trustworthy liaison adept at aligning teams and processes to optimize efficiency and drive organizational objectives.
- Big-picture thinker, acutely aware of the need for internal and external collaboration, poised for next-level success in a leadership role with an entity dedicated to broad, verifiable energy solutions.

### SPAN OF EXPERTISE

- Wholesale Power Supply Strategies & Execution
- Retail Electric Strategies
- Government & Legislative Affairs
- Regulatory & Policy Analysis
- Municipal Economic Development
- Large Budget Fiscal Oversight
- Public Financing and Bond Issues
- Project / Program Management
- Personnel Management
- Revenue Improvements
- New Systems Integration
- Capital Project Planning & Execution
- Purchasing & Bid Oversight
- What-If Model Development

### PROFESSIONAL HISTORY

#### **Denton Municipal Electric** Denton, TX || 2006 – Present

**GENERAL MANAGER** – Serve as DME's leader with oversight for all enterprise functions including Power Supply, Business Development, Engineering and Operations and Regulatory Compliance. Develop and present annual budgets, recommend electricity rates, ensure seamless and reliable delivery of electric power, drive a diversified energy portfolio and develop and execute strategic plans.

- ◆ Spearheaded efforts leading utility to obtain **Department of Energy's 2011 Wind Energy Award** for having more wind energy per capita than any other electric utility in the United States without increasing rates.
- ◆ Awarded the **2011 APPA Community Service Award** for improving energy services by providing free energy audits with infrared photos and blower door tests to customers at no charge without increasing rates.
- ◆ Served as Chairman of Planning and Operating Committee for the Texas Municipal Power Association that orchestrated a multimillion dollar settlement after twelve years of litigation.
- ◆ Completed over \$80M of Transmission and Distribution projects to serve one of the fastest growing communities in the United States.
- ◆ Implemented effective public involvement process for transmission line routing and substation site placement that ultimately resulted in minimal opposition at public hearings for building of substation sites.
- ◆ Reduced outages by over 50% by increasing tree trimming.
- ◆ Boosted transmission revenue from \$1M to \$6M by identifying longstanding issues and implementing broad delivery solutions.

#### **Trinity Valley Electric Cooperative** Kaufman, TX || 2006

**VICE PRESIDENT / CHIEF FINANCIAL OFFICER** – Recruited to provide fiscal leadership and drive operational and profit improvements. Developed and championed formal planning of operational processes and tightened operation of business units.

- ◆ Implemented billing and collection operational improvements resulting in less consumer complaints, improved cash flow and decreased bad debt expense.
- ◆ Implemented reconciliations of accounts and bank statements, avoiding \$350K of attempted fraud and minimal loss to cooperative.
- ◆ Conducted internal sales tax audit and reduced the exposure of fines and penalties.

**Bryan Texas Utilities** Bryan, TX || 2003 – 2005

**CHIEF FINANCIAL OFFICER** – Designed and executed a comprehensive strategic planning process for the business providing greater definition of finance, accounting, investment, procurement, and warehouse functions—total annual budget of \$145M and supervising 7 direct reports.

- ◆ Reduced audit time and expenses 50% by introducing and implementing financial reporting improvements.
- ◆ Transitioned business to new banking arrangements that lowered service fees by 30%.
- ◆ Doubled pole attachment revenue by supervising and directing pole attachment audit and negotiations.

**TXU Energy** Dallas, TX || 1977 – 2002

Throughout a 25-year career at TXU, served in over a dozen different positions ranging from staff accountant to Group Manager. Called upon by executive team to apply broad knowledge and collaborative skills to provide general solutions input and regularly deliver change to existing environments, institute departmental improvements, or develop positions in newly created internal organizations. **Selected primary positions and accomplishments include:**

**GROUP MANAGER, BILLING RECOVERY PROJECT** – Directed activities of a diverse team of over 140 analysts to resolve billing operation issues related to implementation of new system software and adaptation to new electric market protocols and procedures.

- ◆ Implemented critical improvement measures that increased dollars billed to large commercial and industrial accounts by 120% in one month and decreased unbilled revenue by over \$450 million within six months.

**DIRECTOR, COMMERCIAL STRUCTURING** – Directed resources necessary to develop and negotiate energy solution agreements, including research and rectification of finance, accounting, tax, GAAP, FASB and operational issues. Presented specific, quantifiable energy savings solutions to customer financial executives that enabled sales teams to close business.

- ◆ Secured new contract revenue in excess of \$500M by developing fresh energy contract structures and innovative financing architecture for commercial and industrial customers.

**MANAGEMENT SUPPORT MANAGER** – Directed business planning, forecasting and performance reporting for electric distribution, transmission, customer service, and information technology organizations which included creating and reporting on performance metrics and balanced scorecards.

- ◆ Implemented activity-based accounting, which spotlighted best practices and decreased division expenses by more than 25%.

**CORPORATE ACCOUNTING MANAGER** – Oversaw accounting initiatives and development of fresh systems to replace legacy programs.

- ◆ Implemented a new inventory accounting system that decreased staffing needs by 50% and replaced three legacy systems.
- ◆ Reduced staffing by 30% by consolidating three subsidiaries' accounts payable operations.
- ◆ Spearheaded accounting of \$1B+ of fuel expenses that resulted in 99.5% of the expenses being allowed by the Public Utility Commission of Texas.
- ◆ Developed an active campus recruitment program that was in competition with large accounting firms to recruit top 10% students and improve workplace diversity.

**Additional accomplishments in other positions:**

- ◆ Merged energy accounting of TXU subsidiaries and decreased inadvertent power exchanges.
- ◆ Implemented safety improvement program in Wichita Falls boosting the office from company's worst to best performing within a period of two years.
- ◆ Developed integral portions of a customer information system later utilized in the merger of Dallas Power & Light, Texas Power & Light, and Texas Electric Service Company.
- ◆ Developed financial model that reduced budget report preparation time by 75% and improved "what-if" capability.

**EDUCATION**

**EXECUTIVE FINANCE PROGRAM** [Southern Methodist University](#) || **BBA, Accounting** [University of Texas at Arlington](#)

**ACCREDITATIONS AND MEMBERSHIPS**

**Certified Public Accountant** — **Chartered Global Management Accountant**

**Texas Public Power Association Board**, President Elect — **American Public Power Association Board Member**

**Texas Municipal Power Agency**, Chairman of Planning and Operating Committee