

J. DWIGHT MILLER

dwightmillercpa@gmail.com

3007Culbreth Road Fayetteville, NC 28312

(910) 483-6834

SUMMARY

My executive management experience involves directing business segments on a municipal, division/operations and corporate level for major utilities. I am a people-oriented leader performing well with all levels of interaction including boards, city council, state legislature, senior management, customers, peers and front-line employees. I have been noted as a leader with high integrity; having high moral, ethical, and legal standards. I enjoy being a problem-solver that arrives at clear logical solutions. My expertise and skills include the following:

- Council, Commission and Board Presentations
- Strategic Planning
- Project Management
- Contract Negotiations
- Rates and Service Regulations
- Risk Management
- Personnel Management
- Process Improvement
- Budgeting
- Debt Financing & Bond Ratings
- Customer Service
- Military Relations
- Technology Upgrades

PROFESSIONAL EXPERIENCE

Currently - Public Works Commission, Fayetteville, NC

Chief Financial Officer – Fifteen Years

I am a member of an executive management team developing policies and ensuring that policies, procedures and internal controls are adhered to in all areas of finance, operating divisions and support groups for the electric, water and waste water utilities.

Direct reports and responsibilities include:

- **Controller** with 20 employees maintaining the general ledger, accounts payable, customer accounts and billing, accounts receivable, cash management, banking services, investment of operating reserves, treasury, payroll, financial reporting and coordinating the annual audit
- **Director of Customer Services** with 51 employees maintaining a call center, customer resolutions center, payment center and credit evaluation
- **Director of Financial Planning** with 10 employees producing the annual operating budget and capital investment plan, budget monitoring, revenue projections utilizing financial models, recommending rates to meet revenue requirements, statistical reporting, capital projects, debt issuance, debt management, bond ratings, depreciation, CWIP and utility plant records
- **Internal Audit** with 2 employees conducting compliance audits on policy and procedures, internal controls, utilization of company assets, and financial compliance
- **Legal Services** utilizing 10 employees to monitor environmental compliance, process claims, self-insured health and dental plans, insurance coverage, liability exposure, emergency management plan, worker compensation, assessment management, collections, third party damage, FEMA communication, ethics compliance, land acquisitions including right-of-way/easements and contract review and management

- **Procurement** utilizing 8 employees to issue request for quotes and request for proposals, purchase construction and maintenance inventories, preparation of construction contracts, fleet purchases, goods and services for PWC and the City of Fayetteville
- **Previously Managed:** Metering Services collecting meter readings using electronic data collection devices, field services that conducts various operational procedures including turn-on and off of services, installing and disconnecting service, CT meter installation and testing, electric and water meter testing, meter repair shops, dispatching of work orders with MDTs, conducting theft of service investigations, customer programs and safety & training program

I am serving on review teams to better evaluate resources with a goal to reduce cost and meet customer service challenges. Working with a Board of Commissioners, City Council and community leaders to assure good communications, working relationships and providing quality utility service are some of the opportunities I am involved.

PREVIOUSLY - UNITED CITIES GAS COMPANY (ATMOS ENERGY), Twenty-two Years
Brentwood, TN and Columbus, GA

Division Vice President – Accounting

I began my career as Internal Auditor and progressed to Division Vice President-Accounting for the largest division of the company. I Directed and coordinated all aspects of the division accounting department, including budget preparation and control, customer accounts, accounts receivable, accounts payable, cash management, metering services, customer information systems, warehouse/inventories, work orders, construction orders, plant records, capital expenditures, customer service, office administration, and personnel management.

CAREER ACCOMPLISHMENTS

- Develop and administer a \$360 million budget for capital and operating expenditures.
- Issued the first competitively sold utility revenue bonds in North Carolina, saving approximately \$10 million over 20 years.
- Negotiated the first prepaid power supply contract in the country between a municipal and investor owned utility, saving over \$9.5 million over two years and received an award from the National Government Finance Officers Association
- Previous member of the PWC Power Supply Team, evaluating a long-term purchase contract verses building a 500MW power plant for future power supply. Negotiated a nine-year contract with estimated saving of \$160 million over the existing contract.
- Met with Moody's and Standard & Poor's on numerous occasions and improved our rating from an A+ to a solid AA rating.
- Worked with the North Carolina legislative delegation and presented supporting evidence to the legislative committee, resulting in legislation to invest trust funds in higher yielding securities.
- Initiated upgrade of accounting and customer information systems to Oracle EBS
- Implemented Activity Based Costing/Management and directed the implementation of accounting systems to map FERC accounts to Activity Based Costing resulting in better management reports to track and control expenses more efficiently.
- Member of the Mayor's Task Force to study restructuring in a deregulated environment.

- Project Manager for the privatization of utilities for Fort Bragg, NC.
- Liaison and key account manager with Fort Benning, GA and Fort Bragg, NC.
- Conducted Cost of Service Studies to properly allocate cost to customer classes and establish unbundled rates for a deregulated market.
- Defended and implemented tariffs, rates, fees and service regulations with the PWC Board of Commissioners.
- Refinanced and restructured bonds to lower interest costs and financing for construction projects using revenue, general obligation and industrial development bonds.
- Intervened in rate case proceedings to establish a generation rate for transportation of natural gas used in gas powered generation.
- Maintained customer relations, account servicing, contract negotiation and tariff revisions for key accounts that generates millions of dollars in revenues.
- Established Key Accounts position for better communication with large customers.
- Implemented process improvements in customer service saving \$1.5 million per year.
- Implemented cafeteria health plan selections including an HSA option.
- Converted an existing retirement plan to a state managed plan and instituted a supplemental retirement plan to cover deficiencies before terminating the plan.
- Upgraded employee life, disability and health benefit plan, reducing overall cost.
- Implemented new Human Resource software to better track performance evaluations, pay changes, training, attendance and safety records.
- Sponsored a human resource team to update processes and procedures with an objective of improving retention and attracting qualified employees.
- Created a consolidation plan to reduce operating cost within the Georgia/South Carolina division, which was implemented.
- Received consecutive awards from the Government Finance Officers Association for excellent Budgets and CAFRs
- Implemented service order dispatching using mobile data terminals
- Developed and administered a company-wide pilot management-training program.
- Implemented several customer information systems, billing systems, propane delivery systems and systems for customer payment options.
- Participate in annual strategic planning to establish goals and communicate objectives to employees, Board of Commissioners, City Council and community.
- Conducting regular employee meetings to establish better communication between employees and management.

EDUCATION

Lipscomb University, Nashville, TN
Bachelor of Science, Accounting

University of North Carolina, Chapel Hill
Graduate work in Municipal Administration

U.S. Army War College, Carlisle Barracks, PA
National Security Seminar

MILITARY SERVICE

118th Air Evacuation Squadron, In-flight Medic

PROFESSIONAL CERTIFICATIONS

- Certified Public Accountant in Georgia, North Carolina and Tennessee
- Chartered Global Management Accountant

Professional Development

- Continuing professional education includes courses in Municipal Administration, Strategic Planning, Performance Management, Activity Based Costing/Management, unbundled rate design, advanced utility accounting (FERC & NAURC), finance, municipal bond financing, auditing, accounting, tax, non-profit organizations, technology, risk control, fraud and systems automation.
- Exceeded professional education requirements for CPA licensing each year.

PROFESSIONAL AFFILIATIONS

- North Carolina Local Government Investment Association, past President
- Institute of Management Accountants, local chapter past President
- Government Finance Officers Association, member
- North Carolina and Tennessee Society of Certified Public Accountants, member
- American Institute of Certified Public Accountants, member
- Southeastern Gas Association, Education Committee and Chairperson of the Customer Accounting/Information Services Committee two years
- Southern Gas Association, Customer Accounting Program Chairperson

COMMUNITY INVOLVEMENT

- United Way, Nashville, TN, Columbus, GA and Fayetteville, NC: currently Executive Board of Directors, chair of the Personnel Committee and member of the Community Impact Council; previously: Chair of the Board of Directors and Finance Committee, Treasurer, Loaned Executive
- Wells Fargo Treasury Management Advisory Board
- Helen Street Church of Christ, Fayetteville, NC: Elder 2001- present
- Institute of Management Accountants: Carolina's Financial Executive of the Year, 2006
- Boys and Girls Clubs of America: Medallion recipient, 1998
- Boys Club of Columbus and Phenix City: Man and Boy Award, 1997
- Boys Club of Columbus and Phenix City: Board President, 1996
- Chamber of Commerce: Leadership program graduate in Columbus, GA and Fayetteville, NC; developed a Leadership Fayetteville Alumni Association; program faculty and served on various chamber committees
- Columbus High School, Columbus, GA: PTSA President, 1996 – 1997. First Place award in District
- Kiwanis Club of Greater Columbus: Served as a Board member, committee chairperson and Partners in Education committee
- YMCA, Columbus, GA: Youth Basketball Coach
- Columbus Youth Soccer Association, Columbus, GA: Soccer Coach

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November 7, 2014

Kip Moore
Mycoff Fry & Prouse LLC
P. O. Box 1310
Conifer, CO 80433

Re: General Manager, Gainesville Regional Utilities

Dear Mr. Moore:

Customers, employees and residents expect fairness and stability from an entity that is the foundation of growth in the community it serves. I am interested in the position of General Manager of Gainesville Regional Utilities because of my desire to lead and implement innovations in a changing municipal utility environment. I enjoy facing a challenge and solving problems. As you can see from the enclosed resume, my qualifications meet and exceed, in some cases, the qualifications stated.

Customer care, superior utility services, productivity, cost containment, and providing an environment where employees excel in their work, are measures of a successful functioning utility. I have a great deal of experience in the following areas that would greatly benefit GRU. I have negotiated a prepaid power supply agreement, managed a multimillion dollar power supply contract and managed over 140 personnel. I have overseen employee benefits, assessed and mitigated enterprise risk, issued bonds, established reserve fund policies and increased operating reserves. Conducting rate studies and design, evaluating cost of service, directing a first class customer service center, directing claims management and strategic planning are some of my responsibilities. I have led the implementation of technology innovations and managed various operating units of electric, natural gas, water and water reclamation systems. Most recently we implemented Oracle Enterprise Business Systems and smart metering.

I grew up on a farm in middle Tennessee. Basic values and a good work ethic were instilled there and in other work experiences I had while paying for my college education. These are the foundations of my career as a good business leader. A leader must put into practice business principles using proper planning and accountability. Under my leadership, in current and previous positions, advances in technology have been implemented and improved. During my leadership processes have been streamlined, accountability using performance indicators has been initialized, strategic planning and use of the SWOTs (strengths, weaknesses, opportunities and threats) analysis to evaluate problem areas has been implemented. Thus, millions of dollars have been saved. My goal is exceptional service to our customers. One of my initiatives saved ratepayers over \$9.5 million. It was prepaid power supply financing, the historical first ever between a municipal and investor owned utility in the U.S. In today's business environment a

person of integrity, experience and the ability to make sound economic decisions is a great advantage to any entity.

My years of responsible progressive experience encompass executive management positions in a corporate and a municipal environment; providing service to electric, gas, water, wastewater and fiber optic customers. I have managed and worked directly with division and operating groups and in an executive management environment with a range of responsibility from Internal Auditor to Chief Financial Officer. The position of CFO of the Fayetteville Public Works Commission, the largest public power utility in North Carolina and the 35th largest in the country, has given me the opportunity to work with and present items to a Board of Commissioners, a City Council and North Carolina State Legislative Committees. My experience in this area includes successful management of over 140 professional and non-exempt employees, as well as budgets in excess of \$360 million. Over \$1 billion in utility plant investments and a \$36 million payroll are also my responsibility. I hold a Bachelor of Science Degree in Accounting, graduate course work in municipal administration, and I am licensed as a Certified Public Accountant in three states (Georgia, North Carolina and Tennessee).

I am a dedicated, energetic self-starter who recognizes opportunities and is always willing to devote the necessary time to complete any task. I feel confident that I can bring value to the GRU team and carry out the policies while dealing effectively with any issues and opportunities whenever they may arise.

The Institute of Management Accountants recognized me as the Financial Executive of the Year for the Carolinas. The criteria met during the process of selection were: Leadership, Ethics, Profitability, Professional Accomplishments, Individual Attributes, Professional Development and Fostering Future Growth of the profession. This may give you a more objective recommendation of my abilities.

I look forward to an interview and discussing these qualifications and my experiences while exploring the opportunities of the position. You may contact me on my direct line at 910-223-4005 or by e-mail.

Sincerely,

A handwritten signature in cursive script, appearing to read "J. Dwight Miller".

J. Dwight Miller

Attachment