

CHARLES R. DICKERSON, MSM

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VICE PRESIDENT

Strategic Planning • Operations Management • Customer Services Management

Highly accomplished strategic planning, customer care and operations executive with a strong history of leading varied activities within mission-critical organizations. Successful track record of establishing a culture of achievement and accountability while optimizing and implementing operational and business procedures that have resulted in achieving profit and loss targets. Adept at assessing risk, creating value and implementing highly successful strategies across multi-state organizations that reduce waste, improve efficiencies and align business operations with corporate strategic objectives. Possesses solid track-record of team building and analyzing processes and presenting innovative solutions that achieve results.

CORE COMPETENCIES

- Customer Strategies
 - Operations Management
 - Expense Control (P&L)
 - Operations Strategies
 - Team Leadership - Change Management
 - Financial/Business Analysis
 - Business Strategies
 - Risk Management
 - HR Management
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PROFESSIONAL EXPERIENCE

Pepco Holdings, INC. – Washington, DC 2012–Present

Mid-Atlantic Transmission & Distribution Energy firm with revenues of \$4B+ each year with 4500 employees.

Vice President Performance Management & Support Services (550+ execs, management and union team members)

Oversee \$5B+ revenue and \$4B+ expense budget; lead all of PHI's transmission and distribution construction & maintenance processes, distribution operations processes, customer satisfaction and revenue management processes along with application technologies (SAP, OMS, GIS and CIS) Support Services functions (Supply Chain, Materials and Logistics Management, Facilities, Fleet, Human Resource Services and Disbursement Accounting)

Key Achievements:

- Led the achievement of a multi-million dollar cost reduction through detailed process analysis and redesign during first 9 months in the role
- Managed the successful remediation of possible Sarbanes-Oxley (SOX) 'significant deficiencies' in the Engineering-Construction accounting process

Pepco Holdings, INC. – Washington, DC 2008–2012

Mid-Atlantic Transmission & Distribution Energy firm with revenues of \$4B+ each year with 4500 employees.

Vice President Customer Care (1000+ execs, management and union team members)

Improved employee morale and successfully incorporated innovative customer facing strategies resulting in improved customer satisfaction ratings. Led the creation and execution of strategies that resulted in successful outcomes across multi-state jurisdictions for meter services, meter reading, billing services, energy procurement, advertising, customer products, energy efficiency, demand response and customer relationship management functions along with credit, collections & remittance and marketing programs

Key Achievements:

- Served as the expert witness for all customer related matters in regulatory and legislative proceedings
- Served as executive team member responsible for approving PHI's new restoration strategies
- Developed and led the execution of PHI's award winning customer mobile 'apps' strategy
- Improved customer telephone transaction and disputed bill inquiry processing time by 15%
- **Reduced customer outage and emergency related call processing costs by 40%**
- **Improved electric outage and trouble related call processing capacity by 11 fold**
- **Led strategic implementation of nationally recognized Mutual Assistance Call Routing System (MARS)**
- Initiated and directed the implementation of a new multi-jurisdiction customer utility bill

Pepco Holdings, INC. – Washington, DC 2006–2008

Mid-Atlantic Transmission & Distribution Energy firm with revenues of \$4B+ each year with 4500 employees.

Chief Risk Officer & Vice President Strategic Planning (5 execs and management team members)

Responsible for developing and coordinating enterprise strategies and risk assessments for PHI's \$8 billion in revenue and operational processes across its five lines of business. Reported to the CFO with additional reporting responsibilities to the CEO, Finance and Audit Committees of the Board of Directors

Key Achievements:

- Negotiated the profitable and successful sale of a subsidiary Transmission & Distribution business, resulting in significant mitigation of legislative and regulatory risk
- Developed and negotiated various M&A strategies for Board of Director review

Delmarva Power & Light Company – Wilmington, DE 2004–2006

A wholly owned subsidiary of Pepco Holdings, Inc.

Vice President Gas Delivery (160+ management and union team members)

Responsible for P&L (\$262 million revenue) and all aspects of planning, engineering, construction, operations and maintenance for a regulated utility serving approximately 121,000 customers in New Castle County, Delaware.

Key Achievements:

- Improved targeted EBIT for business through successful process improvements
- Developed and implemented succession management strategies purposed to enhance long term organizational effectiveness
- Developed regulatory filings strategies purpose to reduce 'loss revenue' risk from traditional volumetric measurements

Pepco Holdings, INC. – Washington, DC 2003 – 2004

Mid-Atlantic Transmission & Distribution Energy firm with revenues of \$4B+ each year with 4500 employees.

Director Human Resources Strategic Planning (35+ management team members)

Led the Staffing, Diversity and Supplier Diversity organizations responsible for the design and implementation of HR strategies necessary to increase shareholder value.

Key Achievements:

- Streamlined and made more efficient PHI's Affirmative Action Reporting process. Reduced the Federal Affirmative Action reporting process from 17 Location based plans to 3 Functional Plans
- Designed and led the implementation of an executive compensation process associated with strategic corporate diversity initiatives related to staffing and workplace inclusion

Potomac Electric Power Company - Washington, DC 1989 – 2003

Mid-Atlantic Transmission & Distribution Energy firm with revenues of \$2B+ each year with 4000 employees.

- **Process Manager Revenue** – 2002 to 2003
- **Manager Customer Operations Division** – 1998 to 2002
- **Generating Control Room Supervisor (*Licensed First Class Steam Engineer – Maryland*)** 1996 - 1998
- **Generating Controls Engineer** – 1994 - 1996
- **Generating Production Engineer** – 1992 to 1994
- **Generating Construction Supervisor** – 1989 to 1992

University of the District of Columbia – Washington, DC 2008-2012

Adjunct Professor – School of Public Policy and Business

EDUCATION AND CREDENTIALS

Masters of Applied Management

University of Maryland – College Park, Maryland

Bachelor of Science in Mechanical Engineering

University of Maryland – College Park, Maryland

University of Pennsylvania Wharton School of Business - Mergers and Acquisitions, 2007

Harvard University School of Business - Effective Persuasion 2006

University of Chicago Graduate School of Business - Strategic Financial Management 2003

University of Chicago Graduate School of Business - Finance for Executives, 2002

Harvard University School of Government - Negotiation, 2002

PROFESSIONAL MEMBERSHIPS, INDUSTRY RECOGNITION AND FEATURED IN

Published Author – Public Utilities Fortnightly Article 2014

Served as Board member for award winning Smart Metering / Behavioral program - 2012

Published Author – Intelligent Utility Magazine Article 2012

Utility Industry Leader – Intelligent Utility Magazine, 2011

Significant Business Leader by “Minorities and Women in Business” June/July 2004

Washington Times Business Times December 1999

Call Center Manager of the Year by Call Center Magazine – Dec., 2002

CNBC Roll Call – 2005

Present member Board of Directors – City Year Washington, DC

Present member Board of Directors - Treatment Learning Center

Present member Aclara Client Advisory Board - utility technology provider

Past member - Editorial Board Call Center Magazine