



EDUCATION

- **The University of Houston**, M.A. Public Administration
- **The University of Texas at Austin**, B.S., Education/Math

PUBLICATIONS

- What's Next for Water AMI
- Water Utility Workforce of the Future
- Advanced Metering Infrastructure Underpins a Smart Water Utility (July Opflow Article)
- Whitehouse Water Summit: Recaps and Insights
- Author of data analytic research paper titled: State of Advanced Metering Infrastructure (AMI) and Data Analytics Adoption
- Author of white paper proposal that was the genesis for American Water Works Association Research Foundation's project #4467 on automated meter reading standards. Project as evolved into an adopted committee of the Alliance for Water Efficiency named AMI-ABLE.

CONFERENCE PRESENTATIONS

- North American Water Loss Conference 2021 -
- Water for Texas Panelist on AMI and Data utilization (2021)
- American Water Works Association, Illinois Chapter workshop on Getting Beyond AMI
- Texas Water Resources Institute (TWRI) AMI Workshop in Fort Worth
- EUCI Smart Water Summit

MEMBERSHIPS

- American Water Works Association
- Texas City Management Association

Tommy has over 30 years of professional experience as a Water Industry Executive, Airline Senior Manager, Non-Profit Executive and Naval Officer. Tommy has served as the subject matter expert and engagement lead on projects across the United States that impact C-level suite decision making in organizational transformation projects. As a Management and Technology Consultant, Tommy has served clients on projects that delivered technology master plans and roadmaps, Advanced Metering Infrastructure (AMI) strategies, assessments, and implementation. One of Tommy's most recent projects was Austin Water's AMI implementation where he developed the technical transformation plan for the utility's move to AMI.

Prior to consulting for water utilities, Tommy directed a large-scale meter to cash operation for the City of Houston Public Works and Engineering. In that role, his responsibilities included all aspects of the customer service technical footprint where he directed both strategic and tactical activities on data centers, telecommunications, network operations, and operational technologies. Projects included the following technical transformations: AMI, Customer Information System (CIS), Web Site/Customer Portal, roll out of a customer Mobile Application, phone system upgrade, workflow automations, and the move of the utility's most critical applications to cloud services.

Core Experience:

- Organizational leadership and transformation
- Technology transformations
- Technical hardware and software life cycle management
- Technical Governance
- Data Center Operations
- Strategic guidance, policy, and executive communication
- Continuity of Operations and Disaster Recovery

Leadership skills:

- More than 27 years of operational leadership experience with a high level of accomplishment.
- Skill to implement and to teach implementation such that transformation becomes sustainable.
- Possess an ability to strategically guide C level decision makers and front-line operators alike through organizational and technical transformation.
- Active professional and volunteer board member of two community wide strategic plan initiatives.



RELEVANT CONSULTING AND OPERATIONS EXPERIENCE

Jacobs Solutions, Vice President Business Development Texas/Oklahoma, April 2019 – September 2021

- Business Development efforts in the operations, maintenance, and facility services line of business with a sales cycle of 24-36 months generated two new 10-year contracts with total value of more than \$27 million.
- Developed new Automated Metering Infrastructure (AMI) projects in the state of Texas by closing on two new projects valued at nearly \$1 million. For both projects located in North Texas, executed delivery as Project Manager. Results lead to sole source request with one client for proposal to roll in the electric utility for implementation. Specific skill set was used on two other pursuits for wins totaling \$4.2 million.
- Business development role in the region led directly to multiple lines of business wins for transportation design, engineering IDIQ, organizational redesign, operations and maintenance consulting totaling \$3.1 million.
- Generated the relationships necessary to put in excess of \$90 million in contract value into the pipeline for positioning.
- Supported as Project Manager the closeout of a Customer Information System implementation for the City of North Miami Beach. Efforts included assessment of Billing and Collection processes and the applicable configuration of the billing software.
- Supported as Subject Matter Expert the Stormwater Fee Assessments for the Cities of Stillwater, OK, Galveston, TX, and Honolulu.
- Supported Jacobs' Honolulu Stormwater Project in the assessment of alternatives to their acquisition of a customer billing system.
- In process of facilitating an auditing program based on requests from one of Jacobs' Operations & Maintenance projects in El Dorado, NM. Efforts developed a quality assurance framework that produces repeatable policies and processes.
- Leveraged organizational expertise to close out the Purchase Order with BP Oil to provide water quality support. Participated as a Subject Matter Expert in client workshop to assess the offshore processes.
- Played a contributor role in the development of the digital transformation work stream for the Singapore, Public Utilities Board.
- Directed two key strategic efforts to support growth and delivery; working with the sales operations group and other colleagues built a growth strategy and delivery model.

West Monroe Partners, Senior Manager - Water Practice Lead, Houston, TX, April 2015 -April 2019

- Perform all tenets of a consultancy: business development, practice development, and client delivery. Business development responsibilities include cold and warm lead generation, responding to client requests for proposals (RFP/RFQ/RFI), and building client relationships. Practice development includes development of issue-based assets to take to market, thought leadership, and consultant development. Client delivery roles include subject matter expert and program/project manager.



- Key leader in origination and delivery of \$9.8 million in revenue over tenure in the firm.
- Assigned as the Program Manager for large water utility's implementation of Advanced Metering Infrastructure (AMI). Program included complete end to end review and update of meter to cash people, process, technology, and performance KPIs. Managed all program workstreams for the delivery of an \$85 million capital investment.
- Other projects included: Southern water/waste water utility – Engagement Lead on AMI feasibility assessment; Mid-west water utility – metering system assessment: analyzed the performance and accuracy of metering system measurement and the effect on customer billing; West Coast Water Utility – utility billing and collections assessment and benchmarking: assessment of performance through a multi-lens approach of operation and then benchmarking performance against industry and similar utility data; East coast water utility – AMI feasibility study: organizational transformation cost – benefit assessment of an Automated Metering Infrastructure implementation; Southwestern water utility – Water Services Department shared IT services assessment and technology master plan development; Mid-Western Water and Waste Water Utility Technology Strategic Plan; and multiple AMI implementation roadmaps developed
- Project development and execution with a customer satisfaction rating of greater than 90%.
- Strong industry relationships: actively called upon by other utility leaders exploring best practices to improve their utility operational efficiency.
- Selected conference panelist and national speaker on smart water and water utility transformation.
- Seminar Facilitations: American Water Works Association, Illinois Chapter workshop on Getting Beyond AMI; Texas Water Resources Institute (TWRI) AMI Workshop in Fort Worth; EUCI Smart Water Summit
- Blogs/publications: What's Next for Water AMI; Water Utility Workforce of the Future; Advanced Metering Infrastructure Underpins a Smart Water Utility (July Opflow Article); Whitehouse Water Summit: Recaps and Insights; Author of data analytic research paper titled: State of Advanced Metering Infrastructure (AMS) and Data Analytics Adoption

**City of Houston, Assistant Director, Public Works and Engineering, Utility Customer Service,
Houston, TX, November 2005 – April 2015**

- Executive leader of municipal water, wastewater, and storm water meter to cash operation with \$1.4 billion in annual receipts, a work force of 350, operating budget of \$42 million and capital budget of \$6 million annually.
- Directed development and implementation of new Municipal Street and Drainage Utility billing and collection system. Revenue to date exceeds \$380 million with a 91% collection rate: significantly higher than other benchmarked utilities.
- Led implementation of the utility's automated metering and customer information system transformations.
- Directed an active collection program that, from the risk deposit point to third party collections, drove collection rate in excess of 98.9% of billing.
- Directed efforts that increased read reliability of automated reading system infrastructure from 65% to 98+%.



- Directed efforts that reduced estimated accounts during tenure from nearly 12% to less than 1% of the metered accounts.
- Directed development of customer portal and on-line self-service solutions with multichannel intake that enhanced the customer experience and improved call center service level and average wait time by 20%.
- As part of implementing a new Customer Information System, directed complete business process review that improved operational efficiency for all work streams.
- Directed the piloting, testing and production of the City of Houston's fixed network and Consumption Awareness Program (CAP) enhancing the utility's demand side management.
- Directed Technical Operations that supported customer Meter to Cash Operations and provided Data Center services to the Public Works and engineering Department.
- Directed development of a performance model focused on outcomes vice activity. The model consisted of a customer service dashboard centered on five pillars of operational success with a component of measurable continuous improvement built around our core values. The model was the basis for performance plans and enabled every position in the organization to align with an outcome of the organization. The model drove actionable steps toward meeting a vision of becoming a World Class Customer Service Provider.
- Managed resale and contract relationships for water services and inspections across the Houston metropolitan area.
- Developed and directed implementation of an organizational construct that instituted business analytics and quality control through a people, process, performance, and technology approach.
- Author of white paper proposal that was the genesis for American Water Works Association Research Foundation's project #4467 on automated meter reading standards. Project as evolved into an adopted committee of the Alliance for Water Efficiency named AMI-ABLE.

City of Houston, Deputy Chair of Department of Public Works Emergency Management Planning Committee

- Tier 1 responder trained in Incident Command Systems. Relevant course work: IS 100,200, 300, 400, 700, and 800; Threat and Risk Assessment course (MGMT 310); U.S. Department of Homeland Security HSEEP (Homeland security Exercise and evaluation Program); Pandemic Preparedness; Critical Infrastructure and Key Resources Awareness
- Key member of Hurricane Ike response team, directing Department response while assisting the City of Galveston with locating water utility covered infrastructure
- Conducted 4 tabletop exercises
- Directed the drafting of the Department Continuity of Operations Plan (COOP)
- Directed the implementation of a communications tower that enhanced the resiliency of the emergency communications network
- Participated in one statewide hurricane response planning effort



United States Navy (Reserves Retired), Aviation Engineering Duty / Executive Officer / Squadron Maintenance Officer – Maintenance, New Orleans, LA, Patuxent River, MD; Houston, TX, January 2001 – January 2014

- In VP-94, directed 64 officers, Chiefs, and Enlisted personnel through multiple audits on maintenance practices and aircraft readiness with a year over year 21% increase in mission capability
- During tour with VP-94, maintenance efforts reduced cost per flight hour by \$1,527
- Directed a highly successful and recognized in-theater Annual Training Exercise for assigned unit where 2,215 repairables were placed back into service over the course of 415 man-days during a war time effort
- Restructured positions within unit to better align with maintenance requirements of aircraft platforms
- Sustained 100% mobilization readiness for all units assigned
- Handpicked to lead the Joint Reserve Base New Orleans Strategic Plan development
- Rated consistently as one of the top unit assigned officers in rank
- Hand selected to stand up a new unit under the Combat Assessment and Threat Lethality mission
- Served as executive Officer over 400 Sailors in an administrative unit designed to ready sailors for forward deployment

Continental Airlines, Assistant Director & General Manager Airport Operations, Houston, TX & New Orleans, December 1998 – July 2005

- Managed a team of 150 in delivering all customer service components of airport operations, cargo handling, and maintenance with an operating budget of \$30 million.
- Reduced operating expenses through procedural efficiencies, restructured vendor contracts, re-engineered facility layouts, and increased worker productivity by 14% over 3 years
- Over a 5-year period, reduced bag claims by 45% and station controllable delays by 5%
- Directed shipping, receiving, warehousing, and security of more than 7 million pounds of cargo and mail annually meeting the company cargo quality objectives 100% of the time

United Way of Lauderdale County, Executive Director, Meridian, MS, May 1995 – Oct 1998

- Directed community building effort of more than 150 volunteers in delivering social services to a population demographic size of 300,000 citizens
- Developed and executed a community wide communications plan that included general and targeted marketing while leveraging all mediums for message delivery
- Developed programs that increased giving 25% during tenure
- Developed internal budget and audit controls that significantly improved agency accountability
- Negotiated in-kind contributions that reduced operating expenses annually by 10%



United States Navy (Active, Aviation Engineering Duty Officer – Maintenance, Virginia Beach, VA & Meridian, MS, June 1987 – May 1995

- Directed maintenance and supply workgroups numbering 10-185 in various responsibilities related to the people, process, and technology in aviation engineering, maintenance, asset management, and acquisition.
- Managed millions of dollars in replacement parts and supporting assets for an 11-plane fighter squadron, 2 Search and rescue helicopters, and as the Contracting Officers Technical representative for the Navy on one cargo transport aircraft.
- Managed operational fuel target budgets up to \$2 million annually
- Developed procedures for serialization and accounting of \$3 million dollars in ground support equipment
- Directed the maintenance and quality assurance effort of a 185-member Maintenance Department during Desert Shield
- Directed the logistics for the 1991 Wings over Meridian Air Show that had 30,000 spectators and 30 static and demonstration aircraft
- Managed a maintenance production, quality assurance, and logistics effort that increased the average HH-1N mission capable rate 20%
- With VF-143, was ranked the #1 Officer of assigned pay grade the last two years with squadron
- Selected Junior Office of the year for Naval Air Station Meridian, MS

Northside Independent School District, Teacher – Athletic Coach, San Antonio, TX August 1986 – Jun 1987

- Taught 7th and 8th grade regular Math and coached Junior High School Athletics
- Texas Education Association Lifetime Certification in Mathematics and Physical Education