

# Anthony M. Izzo

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## FOCUS: EXECUTIVE MANAGEMENT

Dynamic Executive with 25 years of solid experience in operations, P&L management, and developing superior Regulatory relationships. Outstanding track record of increasing sales and growing bottom line while spearheading operational improvements to drive productivity and reduce costs.

### CORE COMPETENCIES

- Developing New Business
- Redesigning Business Processes
- Regulatory Affairs
- Growing Revenue & Profit
- Cost Containment
- Negotiating & Closing Deals
- Multi-Site Operations
- Strategic Planning
- Government & Public Relations
- Organizational Restructuring
- Customer Satisfaction & Safety
- Technology Implementation
- Labor Relations/Negotiations
- Forming Strategic Alliances

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### CAREER EXPERIENCE & ACCOMPLISHMENTS

**PRESIDENT & CEO, *ENSTAR Natural Gas Company & Alaska Pipeline Company*, Alaska Mar 01-Sep 06**  
Provide executive leadership for \$154 million natural gas distribution, transmission, and engineering services provider with net operating profit of \$18.3 million.

Rapidly turned around declining revenues and grew company profits. Led operations and strategic direction with full responsibility for bottom-line factors, including long-range planning, finances, business development, risk management, legal, regulatory, customer service & credit, marketing, human resources, distribution & transmission operations, construction, safety, accounting, IT, and administrative affairs.

- Full P&L responsibility with annual revenues of \$154 million.
- Outperformed Board expectations by increasing Operating Profits 14.5% and Net Income by 53%.
- Led growth at three-times the industry average, resulting in 20% increase in customer base.
- Overall responsibility for \$43 million Operating budget and \$17 million Capital budget.
- Achieved \$5.2 million in Federal Appropriations for analysis of long-term energy supplies.
- Negotiated and achieved State approval for \$100 million+ natural gas supply agreements.
- Initiated and accomplished first Military Base natural gas utility privatization in USA. Negotiated acquisition and transition of Dept. of Defense assets.
- Developed and implemented a strategy to offset an impending 25.4% reduction in net income. Overall result offset the reduction and increased profits above prior levels.
- Formed a hugely successful subsidiary engineering-services business. Profitable the first year, this initiative positioned the company for larger strategic opportunities.
- Innovated access to a new market through partnership with community and State government. Created a successful model for communities to access lower cost energy.
- Developed key relationships with government and community leaders, improving company's public profile.
- Expert testimony presented before numerous Federal & State legislators and Commissions on key energy industry issues.
- Published articles on industry-leading implementation of automated technology in Alaska.

**CAREER EXPERIENCE & ACCOMPLISHMENTS - Continued**

**VICE PRESIDENT - ENGINEERING & OPERATIONS, ENSTAR Natural Gas Company, Alaska** Dec 99-Feb 01

**Budget: \$9M Operating; \$11M Capital.**

**Scope of responsibility:** Plan and direct maintenance and operations across engineering, transmission, measurement & regulation, gas control & dispatch, distribution, service, transportation, construction, communications, warehouse, and branch office operations. Manage operation and maintenance of the company's 2,350-mile distribution system and 398-mile transmission system.

Challenged to consolidate and integrate existing operations with new parent company. Simultaneously manage cost reduction strategies, conduct sensitive labor negotiations, direct enhanced service delivery, and assure continuous, safe gas service to 105,000+ customers in Southcentral Alaska.

- Accomplished dramatic 32% improvement in emergency response time averages.
- Capital expenses reduced by 18%.
- Aggressively reengineered operating and maintenance expenses, realizing 9% reduction (\$823K).
- Successfully negotiated 4-year labor contract.
- Implemented system-wide Automated Meter Reading technology. Eliminated estimated bills for all customers, reducing customer complaints and related calls for disputed accounts.

**DIRECTOR OF OPERATIONS/CITY PRESIDENT, SEMCO Energy Gas Company, Michigan** Dec 96-Dec 99

Recruited as Director of Operations, and promoted to President of Battle Creek Gas Company.

Challenged to turn around under-performing staff of 70 in need of leadership, accountability, and morale. Directed operations, public/ community affairs, and labor relations. Successfully developed relationships with community leaders and City Commission to facilitate favorable consideration of new revenue initiatives.

- Downsized temporary/casual staff and reduced expenses by 40% without employee layoffs.
- Spearheaded "open door" policy; realized immediate productivity, safety, and service gains.
- Led implementation of Work Management technology, early retirement plan reorganization, re-negotiated labor contracts.
- Negotiated City approval for \$140K in additional annual "fees for service" without a formal hearing.
- Initiated the state's first Customer Choice Program allowing customers to reduce costs by purchasing gas from outside marketers.

**New Jersey Natural Gas Company**

Jan 81-Dec 96

Track record of steady growth and career accomplishment.

**GENERAL MANAGER - DISTRIBUTION & CONSTRUCTION**

(1993-1996)

Managed and coordinated distribution and construction operations across 4 divisions; controlled operations and maintenance of 5,400-mile natural gas distribution system serving 350,000 customers; supervised and directed division managers, support staff, and 150 employees. Recruited, hired, and established training programs for management and field employees.

- Accomplished an extraordinary 216% productivity gain by realigning work crews.
- Consolidated four distinct divisions into one centralized distribution and construction function.
- Reengineered operating policies and procedures, realizing impressive 10% cost reductions.
- Dramatically improved distribution system safety through implementation of new leak repair methods resulting in cost savings between 37% and 57% based on pipe size.
- Successfully negotiated with collective bargaining unit to outsource 193% increase in line locates.
- Negotiated Home Reporting with the union, delivering increased productivity and customer satisfaction and facilitating appointment schedule growth of 7,000 with no staff additions.

**CAREER EXPERIENCE & ACCOMPLISHMENTS - Continued****DIVISION SUPERINTENDENT/SUPERVISOR/DIVISION ENGINEER/OPERATIONS TECHNICIAN (1981-1993)**

- Developed a Mercury Regulator remediation program – 10 years ahead of industry competitors.
- Designed and implemented Value Engineering program to prioritize replacement of aging distribution system and reduce/eliminate maintenance.
- Spearheaded efficiency initiative with Work Management System, driving productivity gains of 89%.

**PROFESSIONAL AFFILIATIONS**

American Gas Association	1992- Present
3 <sup>rd</sup> -Wing Honorary Commander, United States Air Force	2002- Present
Anchorage Chamber of Commerce Board of Directors	2001- Present
The Alliance; Resource Development Council	2000- Present
Advisory Committee for Department of Energy, NETL Alaska Natural Gas Studies	2003- Present
Western Energy Institute Board of Directors	2001- 2006
Chairman, ENSTAR Advisory Board of Directors	2001- 2006
Anchorage Economic Development Corp. Board of Directors	2001- 2006
Chairman, President, & CEO (1998-2000), Art Center of Battle Creek Board of Directors	1997-2000
Board of Directors, Battle Creek Unlimited	1998-2000

**EDUCATION, PROFESSIONAL DEVELOPMENT & TRAINING**

- Faculty, Law Seminars International, 2005/2006
- Hazmat Technician, Level 3 (Certified 1995)
- Gas Operations School (Certified 1987&1989)
- LNG peaking-plant operation, 1987

Rutgers University Advanced Management, 1994

Developmental Leadership Program, Duke University, 2002

United States Air Force, Air War College, 2004

Gap International, 2005

U.S. Department of Justice FBI Citizens' Academy, 2006