



11208 Statesville Road
Suite 200
Huntersville, NC 28277
(704) 274-1450 office
(704) 274-1430 fax
www.xoomenergy.com

February 19, 2016

RECEIVED

VIA FEDEX

Rosemary Chiavetta, Secretary
Pennsylvania Public Utility Commission
400 North Street
Harrisburg, PA 17120

FEB 19 2016

PA PUBLIC UTILITY COMMISSION
SECRETARY'S BUREAU

**RE: XOOM Energy Pennsylvania, LLC
Electric Generation Supplier License (Docket No. A-2012-2283821); and
Natural Gas Supplier License (Docket No. A-2012-2283967)**

Dear Sir/Madam:

By request of the Pennsylvania Public Utility Commission, XOOM Energy Pennsylvania, LLC ("XOOM Energy") is supplementing its filings submitted on December 8th, 2015 and January 20, 2016 to include the resumes of Michael A. Chester and Chris Phillips. Enclosed please find the resumes of Mr. Chester and Mr. Phillips.

Please feel free to contact me at kdetombeur@xoomenergy.com or call me at 704-274-3375 with questions. Thank you in advance.

Respectfully,

Kyle De Tombeur

Regulatory Specialist

XOOM Energy, LLC, single member manager
of XOOM Energy Pennsylvania, LLC

MICHAEL A. CHESTER

22023 Preswick Drive, Fort Mill, SC 29707 • (704) 794-7617 • mac12269@yahoo.com

Summary of Qualifications

Operations Executive with an outstanding record of providing extreme value to organizations. Over 20 years of expertise including start-up and turn-around operations. Proven ability to drive large projects, implement efficient business processes, develop performance metrics and improve the overall effectiveness of the business. Tremendous leadership skills with a keen ability to build trusting relationships and synergetic teams that are focused on producing extraordinary results. Diverse set of skills that can be used in many consulting, advisory or leadership roles.

**Debt & Revenue Management • Strategic & Tactical Operations • Fiscal Management
Relationship & Vendor Management • Key Performance Metrics (KPI/SLA) • Business Process Outsourcing (BPO)
Team Building & Leadership • Customer Experience & Retention • Operational Excellence & Best Practices
Project Management • Company & System Consolidations • CIS Implementations**

- *Green Belt Certification: Villanova University.*
- *Bachelor of Science in Business Administration (Systems Management): S.U.N.Y. College, Brockport, NY.*
- *Customer Information Systems: Peace Energy, Nexant RM, ESG P2C, ISTA, EC-Info Utilibill, Multiple Utility Legacy CIS.*

RECEIVED

Professional Experience

FEB 19 2016

Vice President Operations

XOOM Energy, Charlotte, NC

PA PUBLIC UTILITY COMMISSION *July, 2014 - Present*
SECRETARY'S BUREAU

Responsible for Back-Office operations including Billing, Transaction Management, Fulfillment and Production Operations. Listed as the Fastest-Growing Private Energy Company in America by Inc. 500. XOOM Energy retails electricity and gas to residential and commercial customers in more than 84 utility service territories across the United States.

- Successfully transitioned converted and transitioned XOOM Energy customer base from outsourced vendor to in-house solution contributing to a 40% savings in Cost to Serve.
- Overall Winner of XOOM Peer to Peer Recognition Award for Q1 2014.
- Promoted from Senior Director to Vice President in November, 2015.

Vice President Operations

Crius Energy, Stamford, CT

January, 2012 – July, 2014

Oversees all aspects of Customer Service, Sales Retention Operations and Revenue Management activities for all five Crius energy companies. Crius Energy sells to more than 600,000 electricity and gas customer RCE's in 13 states and the District of Columbia producing more than \$500 million in annual revenue. Crius is the holding company for a variety of retail brands including Viridian (winner of Direct Selling Association's Rising Star Award 2012), Public Power, Cincinnati Bell Energy, Fairpoint Energy and FTR Energy Services.

- Served as expert Operations panelist at 2014 Energy Marketing Conference at which Crius Energy was awarded the "Energy Supplier of the Year."
- Successfully transitioned customer service for 3 Crius energy brands to Tampa, FL location reducing the average per agent expense by ~\$3 and providing for future continued expansion of customer services.
- Transitioned Billing and EDI vendors saving ~\$200,000 in monthly expenses.
- Responsible for the successful operational integration of Regional Energy Holdings and Public Power companies that enabled Crius to position itself for a public offering.
- Established a credit and collection platform and policy to manage bad debt exposure in new risk markets. This allowed REH to successfully launch its first telecom channel partnership in a risk market and provide for hundreds of millions of dollars of additional potential revenue for the company.

Director of Billing & Credit Management

First Choice Power (acquired by Direct Energy), Las Colinas, TX

February, 2009 – January, 2012

Responsible for the performance of multi-site outsourced back-office operations (e.g. billing, enrollment, transaction management, CSA, etc.) for a leading Texas based electricity retailer serving over 220,000 residential and commercial electricity customers in the ERCOT market. Additionally, held responsibility as TDU liaison, directly oversaw the mass market credit and collection policies and vendors, and supervised internal commercial credit and collections department.

- Defined, sponsored and managed business requirements for large-scale bill print architectural re-design project resulting in an invoice that won the 2010 ClearMark Award Winning Statement for "Best Redesign – Private Sector."
- Reduced a \$52 Million bad debt expense by over 40% in 2 years by implementing policy, process and technology improvements.
- Performed analytics, created business case and implemented Budget Billing program change that increased program retention by more than 50%.
- Tightly managed service levels, KPI's and business operations that resulted in exceeding maximum EBITDA targets in 2010 and 2011 and a top 3 ranking by JD Powers annual survey for most improved companies, 2010.
- Recognized as "Key" contributor to the business during the company sale to Direct Energy and responsible for A/R walk-forward methodology as a part of working capital true-up for the acquisition.
- Played integral role in launching operations for Texas' first true smart meter based pre-paid electricity program.

Director of Billing Operations & Revenue Assurance
Commerce Energy, Irving, TX (Acquired by Just Energy)

May, 2007 – February, 2009

Responsible for leading multi-site, multi-platform billing, account management and accounts receivables functions for mass market and contract commercial customers. Commerce Energy provided electricity and gas to over 150,000 residential and commercial electricity customers in 8 different states including electricity customers in CAISO, MISO, PJM and ERCOT markets.

- Reduced unbilled revenue exceptions from 15% to less than ½ of 1%.
- Implemented bill print and insert vendor change to provide improved operational efficiencies, added controls and other customer value added services (e.g. color, double-side, dynamic inserting & messaging, etc...) while still reducing recurring operational expense by over \$60,000.
- Implemented ERCOT customer synchronization project utilizing Structure Group's nMarket system.
- Recognized as "Key" contributor to the business during company sale of Texas book to Ambit Energy. Critical team member responsible for creating and seamlessly transitioning the customers to the Ambit Customer Information System.

Senior Consulting Services Manager

AEP Mutual Energy, Dallas, TX (Acquired by Alliance Data)

October, 2001 – May, 2007

Various roles during tenure with Alliance Data utilities division that provided Business Process Outsourcing, Customer Management Outsourcing and other IT and Management Consulting services to utility and energy clients nationwide.

- Managed organization of more than 100 full-time and temporary staff for largest independent retail company in the U.S. In this role received multiple "Spot Awards" for excellence in performance and leadership.
- Managed project to eliminate 310,000+ billing system exceptions.
- Raised Service Level for billing inquiries for large client from 60% to 95%.
- Reduced outstanding receivables held from credit action for large client by \$11 Million.
- Rewarded and provided retention incentives as "critical" resource for successful sale of operations from AEP Mutual Energy to Alliance Data and 2 customer books of business to Direct Energy.
- Rewarded for role as Business Functional Manager leading a team of business analysts defining configurations, documenting and implementing business process, policy and procedures on BPO project that brought an additional \$20 Million of potential annual revenue to client.

Senior Information Services Analyst

New York State Electric & Gas (NYSEG), Kirkwood, NY (Acquired by Iberdrola)

April, 1995 – October, 2001

Managed team of 40+ analysts and testers responsible for implementing and maintaining business and technology solutions to support the billing of NYSEG customers. NYSEG, a subsidiary of Iberdrola USA, is a utility delivery company that serves ~878,000 electricity customers and ~261,000 natural gas customers across upstate New York.

- Worked as a consultant in Work Simplification, Central Invoice Processing, Real Estate and Regional IT for Materials Management organization prior to being hired permanently into Customer Information & Billing in 1997
- Recognized, rewarded and promoted for constant success managing projects and resources for numerous large-scale implementations primarily related to Year 2000 and New York State energy deregulation.
- Represented NYSEG on NY State Uniform Business Practices and EDI working groups.
- Awarded as Business Representative/Sponsor on re-design of External Web Site to improve self-service functionality resulting in improved customer satisfaction and retention. Role included customer usability studies, gathering cross-functional business and customer requirements and implementing newly created operational process and procedures.
- Developed and implemented numerous processes, procedures and technologies including American Express Card Member System, Vendor and Invoice systems, Personal Expense Reporting, Budget Variance Reporting, Inventory Tracking, Tools Issuing System, Main Vendor System, and an Online Safety Catalog.

CHRIS J. PHILLIPS, PMP
21507 East Winter Violet Court
Cypress, Texas 77433

(832) 523-8342

chris@kindredis.com

OPERATIONS EXECUTIVE

P&L / Organizational Change / Customer Support / Call Centers / Continuous Improvement Project & Program Management / IT / Sales / Product Development / Vendor Management

Extensive experience in consumer services with significant accomplishments in building and leading customer service and support operations that have provided employers such as NRG/Reliant, Hewlett-Packard and Dell a keen competitive edge. Strengths...

- **Transforming customer support from a cost drain to a source of sales, profits and repeat business**
- **Tightly controlling costs while keeping quality and customer satisfaction at peak levels**
- **Delivering large-scale transformational, cross-functional projects on time and on budget**
- **Managing change smoothly in volatile market conditions and regulatory environments**

MBA (honors) and **Masters of Management** in Corporate Finance (honors), University of Dallas. **BS** in Political Science (cum laude), Texas A&M University. Black Belt Six Sigma. PMP. Proven ability to motivate and inspire organizational change across large-scale organizations. Able to effectively communicate and bridge gaps across technical staff, non-technical staff and all levels of stakeholders.

History and Highlights

RECEIVED

Vice President, Retail Customer Operations NRG/Reliant Energy 2012 to 2015

FEB 19 2016

PA PUBLIC UTILITY COMMISSION
SECRETARY'S BUREAU

A \$15 billion Fortune 500 company providing electricity, solar, electric vehicle and energy-related products to three million customers in Texas and the Mid-Atlantic region.

Promoted to oversee a \$60M shared services organization with responsibility for overall customer experience operations for residential, small business, large commercial and industrial customer segments. In charge of: customer experience delivery; call center support; customer retention; acquisition sales; credit and collections; data management; product management; retail supply chain and home security installation.

The shared services organization supports over 10 subsidiaries of NRG including Reliant Energy, Green Mountain, eVgo, Pennywise Power and NRG Solar. Also accountable for management and monitoring of internal financial analysis, audit and controls of the Retail organization. Managed a staff of 11 directors and senior managers in charge of 700+ internal analysts, support staff and outsource operations.

- **Orchestrated a complex integration.** After NRG purchased Green Mountain Energy, selected to integrate the customer operations teams moving them to NRG's SAP platform. Formed and led a team with subject matter experts from all operational groups who mapped out the existing processes at Green Mountain. Leveraged best contract pricing for printing operations, collection agency rates, call center and credit card fees. Developed business requirements for changes to the SAP platform to ensure the Green Mountain brand differentiation remained intact. Concluded conversion of all customer data into the SAP platform within the twelve-month deadline. Improved call center service levels 10%, cut annual IT and operations costs by more than \$10M. Right-sized the operations organization, keeping the top talent.
- **Cut costs to shore up declining earnings.** Earnings were eroding profits due to multiple factors. Formed a new organization to drive continuous improvement activities across the entire retail energy organization. Created a continuous improvement program that included Six Sigma, cost saving project identification and implementation. Initiated and completed more than 100 projects driving more than \$40M in cost savings (versus goal of \$25M) and new revenue generation.
- **Created a new business unit.** NRG acquired a home security company that managed sales and installation but then sold off their customers to a monitoring company. NRG wanted to maintain the customers and also launch a new security brand. Analyzed sales plans to determine operational needs. Established call center to handle technical support and customer service calls. Built a new infrastructure including a billing platform and installation capabilities. Met all service level goals for call center, on-time installation and first time billing within the first three months of launching program.

Senior Director, Texas Customer Operations
NRG/Reliant Energy
2010 to 2012

Led a multi-dimensional, customer-focused organization of more than 150 professionals to deliver customer service, billing, transaction management and print operations services. Exceeded accuracy, timeliness, and efficiency targets with a progressively shrinking budget.

- **Built a shared services function to support growth and diversification.** NRG was diversifying into electric vehicles (eVgo), residential solar (NRG Home Solar) and commercial solar (NRG Solar) businesses that required customer operations. Built a shared services business model that became SimplySmart Solutions. In 24 months, grew SimplySmart Solutions to support the customer operations for over 10 businesses for NRG providing call center, billing, remittance and collections services. Logged cost savings ranging from 10-30% versus having each business maintain its own customer operations teams.
- **Transformed Shared Services into a profit center.** As the retail energy business' earnings eroded due to multiple factors, new sources of revenue needed to be implemented. Led the launch of the SimplySmart brand as a provider of outsourced services for other electricity and utility providers. Built a sales team and helped develop collateral. Represented SimplySmart at trade shows and conferences. Served as senior leader in sales presentations to prospects. Landed the first billing services client within three months of launching and closed the first large client with a three-year contract to manage smart meter data.

Director, Customer Care Call Center
NRG/Reliant Energy
2007 to 2010

Recruited to manage daily operations of a 1000+ agent inbound service and retention call center including phone, chat and email, across three internal and outsource locations. Led a staff of seven managers with responsibility for internal agents, support staff and outsource operations.

- **Managed major change.** Reliant's call center was created when the industry was regulated. To align the organization to the new competitive environment of deregulation, kicked-off a call center transformation program. Created a new balanced scorecard to measure what was important for driving the performance of the agents, as well as what was important to the customers. Established new, more relevant customer satisfaction metrics. Built incentive programs to encourage desired performance. Divided the organization into two parts: retention and customer acquisition. Boosted retention sales rates by 40%+, improved First call resolution 8%, cut non-productive time 10% while boosting customer satisfaction 10%.
- **Cut call center costs.** Annual call volume was 4.5 million. Spearheaded a project to improve online and IVR (Interactive Voice Response) systems to deflect customer call volume. Determined which issues could be handled without live agents on the phone. Logged a 20% improvement in IVR call resolution (no live agents). Added new online tools that allowed customers to complete routine tasks on their own. Achieved a 15% budget cost savings over two years.

Senior Service Business Manager
Hewlett Packard - North America Consumer Support
2004 to 2007

A \$104 billion dollar electronics organization

Oversaw operations of seven national and international outsource partner sites that handled five million calls annually. Established and managed executive relationships with outsource partners. Drove \$20M+ in annual revenue generation with sale-at-the-point-of-service program. Led a team of six direct reports.

- **Converted a cost center into a profit center.** HP North America technical support was a cost center that handled over 20 million calls a year. Trained the organization to recognize and seize upsell opportunities. Built an agent sales team. Developed and deployed training across all outsource centers (more than 5,000 service agents). Achieved more than \$20M in annual sales.
- **Boosted customer satisfaction.** Customer satisfaction scores showed customer discontent with offshore outsourcing due to language barriers. Opened two new call centers in North America (250 agents each) to eliminate language issues. Coordinated ramp plans, training and performance management. Achieved 15% improvement in customer satisfaction.

Project Manager, Strategy & Analysis

Reliant Energy
2002 to 2004

Orchestrated the identification and coordination of cost savings initiatives across customer care operations. Delivered improvement in efficiencies while trimming cost.

- **Established a program management office.** Reliant's retail business had numerous projects running in parallel with conflicting timelines, resource constraints and budget overruns. Developed and implemented an organizational Program Management Office. Established processes, checkpoints and review committee structure. Trained the management team to ensure complete understanding of the processes for managing projects across the business and IT. Improved on-time and on-budget project performance.

Program Manager

Dell Computer
1999 to 2001

Managed a team of five operational analysts responsible for shifting technical support call center activities to an interactive contact center environment.

- **Improved customer experience, while cutting support costs.** Built a team of analysts and project managers. Determined calls drivers and customer types. Coordinated with IT to develop online tools to allow customers to solve issues themselves. Created new metrics to measure the success of online interactions. Delivered Dell's first version of Premier Support online with tools and solutions for major account customers. Saved \$4M annually via online call avoidance while boosting customer satisfaction.

Manager Special Services

SBC (now AT&T)
1996 to 1999

Managed tier 2 Special Services call center activities for deregulated market expansion. Converted center to a 24/7 support model. Led a team of 20 employees.

- **Seized opportunities arising from deregulation.** With deregulation of the telecommunication industry, SBC had to open its networks to competitors to lease line capacity and provide service. Built and managed a team of sales support analysts that bridged the gap between the sales and operations team. Created processes and metrics to manage and track the performance of closing sales, placing complex orders and installing service. Led the sales support team to meet all KPI's with a 90%+ sales order success rate.

Additional Information

Recent Training Programs: Leadership Program – 2009 – NRG

Professional groups: PMI

Awards: Leadership Program – 2009 – NRG; Performance Recognition Award – 2007 – Hewlett Packard; Performance Recognition Award – 2005 – Hewlett Packard; Project Management Professional (PMP) – 2001; Customer Experience Award – 2000 – Dell Computer Corporation

Sports and Hobbies: Family time, movies, Black Belt in Tae Kwon Do.

ORIGIN ID:SRWA (704) 274-1420
MICHELLE HARDING
XOOM ENERGY
11208 STATESVILLE ROAD
SUITE 200
HUNTERSVILLE, NC 28078
UNITED STATES US

SHIP DATE: 19FEB16
ACTWGT: 0.50 LB
CAD: 102822439/NET3730

BILL SENDER

TO ROSEMARY CHIAVETTA, SECRETARY
PENNSYLVANIA PUBLIC UTILITY COMM.
400 NORTH STREET

540J187D77ZTF

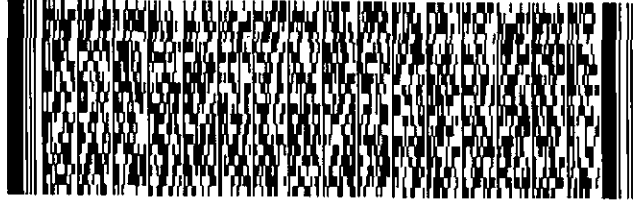
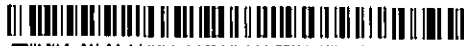
HARRISBURG PA 17120

(717) 772-7777

REF: M. HARDING

INV:
PO:

DEPT:



FedEx
Express



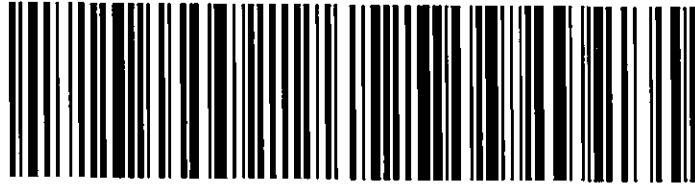
J1101818410101

MON - 22 FEB 3:00P
STANDARD OVERNIGHT

TRK# 7756 8642 9845
0201

XH MDTA

17120
PA-US MDT



After printing this label:

1. Use the 'Print' button on this page to print your label to your laser or inkjet printer.
2. Fold the printed page along the horizontal line.
3. Place label in shipping pouch and affix it to your shipment so that the barcode portion of the label can be read and scanned.

Warning: Use only the printed original label for shipping. Using a photocopy of this label for shipping purposes is fraudulent and could result in additional billing charges, along with the cancellation of your FedEx account number.

Use of this system constitutes your agreement to the service conditions in the current FedEx Service Guide, available on fedex.com. FedEx will not be responsible for any claim in excess of \$100 per package, whether the result of loss, damage, delay, non-delivery, misdelivery, or misinformation, unless you declare a higher value, pay an additional charge, document your actual loss and file a timely claim. Limitations found in the current FedEx Service Guide apply. Your right to recover from FedEx for any loss, including intrinsic value of the package, loss of sales, income interest, profit, attorney's fees, costs, and other forms of damage whether direct, incidental, consequential, or special is limited to the greater of \$100 or the authorized declared value. Recovery cannot exceed actual documented loss. Maximum for items of extraordinary value is \$1,000, e.g. jewelry, precious metals, negotiable instruments and other items listed in our ServiceGuide. Written claims must be filed within strict time limits, see current FedEx Service Guide.